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NEWS BRIEFS

PEOPLE

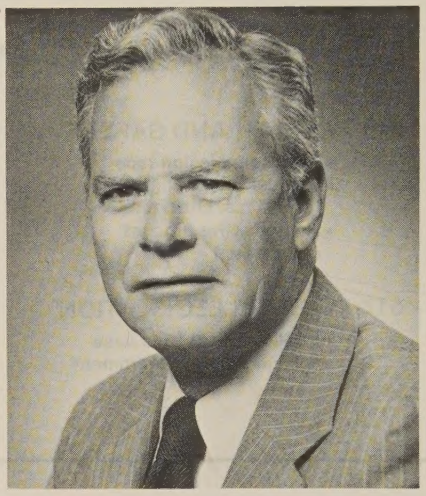
Panet-Raymond elected

Bernard Panet-Raymond, 59, of Montreal, was elected president of the Canadian Chamber of Commerce at its annual meeting in September.

Panet-Raymond is executive vice-president of Q.N.S. Paper Co. Ltd., Montreal, a vice-president of the Ontario Paper Co. Ltd., St. Catharines, Ont., and chairman of the board of Manicouagan Power Co. Ltd., and Québec-Téléphone.

"One of the major preoccupations during my term as president," said Panet-Raymond, in his address to the meeting, "will be the nature of the relations that exist between the various groups whose decisions,

Studio Jac-Guy



New Chamber of Commerce president, Panet-Raymond

actions or reactions have an impact on the social and economic health of our nation. Confrontation between some of these groups has been severe and sustained in recent months. This situation has to be corrected. A more meaningful exchange has to be established and maintained."

UNIONS

Number of organized professionals grows in U.S.

About 40 per cent of all salaried, non-management professionals in the U.S. are covered by collective bargaining, compared with only 25 per cent of the total labour force.

A report by the Conference Board, a non-profit research agency, indicates that the number of white-collar union members grew from 2.2 million to 5.9 million in the 1960-1974 period.

Professional and technical workers accounted for 30 per cent of all white-collar employees, and professionals' share of the total labour force has grown to about one in every seven workers.

Clothing-Textiles merger

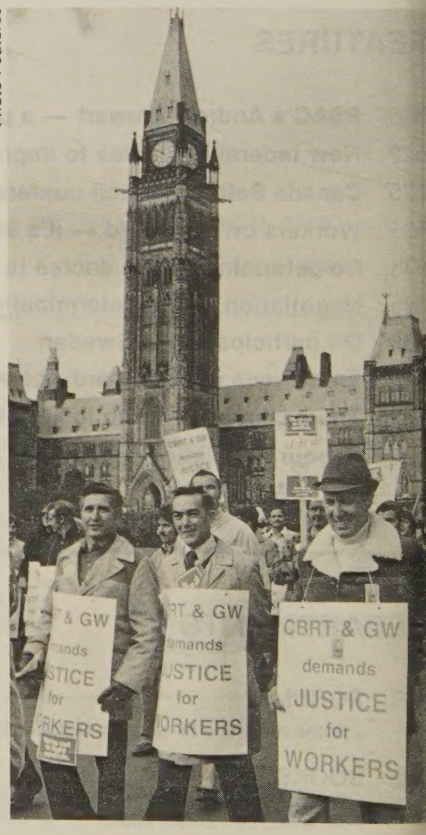
Two unions have merged to form the Amalgamated Clothing and Textile Workers Union, with 525,000 members, about 35,000 of them in Canada.

The merger went into effect on June 3 after it was approved by separate voting conventions in Washington, D.C. of the 350,000-member Amalgamated Clothing Workers of America and the 175,000 Textile Workers Union of America.

George C. Watson, former Canadian director and a vice-president of the Textile Workers became one of two co-directors of the new organization in Canada. The other is Harry Lautman, who was Canadian vice-president of Amalgamated.

They became vice-presidents on the board of the merged union along

Photo Features



Unionists demonstrate on Parliament Hill during the CLC "Day of Protest" against the government's anti-inflation program. The CLC estimates 1,054,744 workers across Canada stayed off the job, in protest.

vith two other Canadians — Charles (Bud) Clark of St. Catharines, Ont. and Jean-Marc Couture of Cowansville, Que.

n Canada, Textile members have had their own Canadian conferences and elected their own officers since 1974, and the union's Canadian autonomy is expected to continue within the merged union.

THE ECONOMY

Government spending a mixed blessing

A study published by the C.D. Howe Research Institute says that although government spending on health, education and welfare has fed the inflationary spiral, it has also benefited society.

"Canadians have much better health, education, and welfare systems than they had previously," writes A.L. Auld, an economics professor at the University of Guelph, in the report entitled *Issues in Government Expenditure Growth.*

"And there has also been government expenditure on social and economic infrastructure that has contributed to productivity gains in the private sector," he adds. "It is in this context that the argument that poor productivity in the public sector has caused increased spending must be assessed."

Auld describes how governments feed inflation: First, through progressive taxes, they get an ever-increasing share of all wage and salary increases, but by taxing away the increases they motivate workers to bigger wage and salary demands.

Secondly, as governments get more and more of the gross national product in their coffers, there are increasing demands from the public for services, and these demands result in higher spending by governments.

The study points out that between 1948 and 1974, the share of the gross national product spent by governments rose from 22 per cent to 39 per cent, and preliminary data suggest it may have leaped to 42.7 in 1975. Hence, Auld finds a "growing resentment" by some Canadians toward higher government spending and the higher taxes needed to pay for it.

He points out that the federal government is not the only big spender: "The most obvious long-term trend has been the dramatic decline in the relative importance of federal exhaustive expenditures since 1952, a decline that has been offset by expansion at the provincial and local levels and by hospital-board spending."

Auld discusses also whether there is some limit beyond which government spending — as a percentage of gross national product — will not go, and concludes:

"From the evidence this study has considered, it would appear that there are as yet no visible or automatic checks on public expenditure growth. In fact, because ultimate control of the size of the public sector rests with elected representatives at the three levels of government and because, in trying to respond to society's wishes from less than perfect information, government representatives find it easier to spend rather than not to spend, the outlook for control of government sector growth does not look bright. It will occur only if politicians are willing to try to determine an appropriate role and to take responsibility for their actions within the context of the total economic and social structure and if informed public opinion encourages them to do so."

The report was commissioned by the Canadian Economic Policy Committee, made up of about 80 leaders from business, organized labour and the professions. Eight of the 53 members who signed a statement that the report would be "a useful addition to the discussion of an important policy issue" added footnotes disagreeing with or criticizing parts of it.

HEALTH AND SAFETY

Ham commission report

Mining companies, the provincial government and the federal government are all criticized in the report of Ontario's royal commission on the health and safety of workers in the mines, released Aug. 23.

The two-year study by Professor James Ham, dean of graduate studies at the University of Toronto, found "unjustified complacency" about health and safety at the policy-making level in both industry and government.

Ham is particularly critical of the mining companies for refusing to notify employees about hazardous dust levels and other dangerous conditions.

The study found 81 deaths from lung cancer among men who had worked in the mining industry for one month or more and were exposed to radiation and dust during the 1955-1975 period. That is 36 per cent more than scientists

would expect in a normal population.

The study says the health and safety problems it discusses "are probably not peculiar to the mining industry."

Divided jurisdictions have made it unclear where the initiative necessary to deal with the problem is to be taken. And the worker as an individual and workers collectively in unions...have been denied effective participation in tackling these problems.

"The essential principles of openness and natural justice have not found adequate expression."

The report's 117 recommendations include a proposed new Act to establish regulations on mine safety and health hazards. It proposes firm standards for dust levels and radiation exposure, and joint labour-management health and safety committees.

It also says the Atomic Energy Control Board should conduct research into the effects of radioactive gas and establish definitive safety standards for uranium mines.

The report proposes that companies pay experienced employees to work part-time as "worker-auditor" health-and-safety inspectors, a category common in Britain and Sweden.

Other recommendations include a new, unified government agency to embrace all occupational health efforts, improved compensation for victims of radiation-induced lung cancer, hearing loss and other industrial disabilities; closing of mines that cannot meet tough health standards, and continuous monitoring in mines, smelters and other operations where workers are exposed to toxic substances.

Ham strongly criticized secrecy by both industry and government, noting that most of the statistical data and other findings in his report had been inaccessible to unions and to the public.

"Workers have a right in natural justice to know about the risks and consequences of the risks they undertake in their work," he said.

And he had this criticism of current federal and provincial activities: "The historical record of conditions in the uranium mines clearly reveals that the current arrangement of undelegated federal jurisdiction and the invoked provincial regulation is unsatisfactory.

"Workers in uranium mines should no longer suffer for want of the commitment of resources by all parties and the effective concentration of authority and talent."

Accident reporting in federal p.s. criticized

Strong criticism of the way accidents in the federal public service are investigated and reported appears in *Management Occupational Health and Safety*, a monthly bulletin published by Treasury Board.

There were 12 deaths and 22,218 work injuries in the public service in 1974-75, and 13,264 of the injuries were disabling. The periodical says that while reducing the injury rate is everyone's job, management has special responsibilities.

Management should "recognize and eliminate actual and potential hazards" in order to prevent accidents, and when they do happen, should "recognize that a new hazard exists."

The bulletin continues: "Through proper accident investigation, supervisors can determine the causes and take appropriate corrective action. This is what accident investigation is all about.

"In general there is only one word to describe the quality of accident investigation and reporting in the public service — unsatisfactory. One frequently gets the impression that reports are simply considered an administrative chore, that they are not being related to accident prevention.

"When the circumstances surrounding an injury are reported in a skimpy fashion, when the cause of an accident is not carefully determined, no affective remedial action can be taken. There could be another accident — or a death."

Reproductive process endangered

A growing awareness that hazards in work may damage the reproductive process of women—and apparently to a lesser degree, men—has confronted government, business and labour with an array of new and difficult ethical, legal and constitutional questions, reports the New York Times news service.

The questions have been raised by studies indicating that chemicals and other hazards faced by women working in such places as hospitals, beauty parlours, and factories "may account for an increasing number of the tens of thousands of miscarriages and birth defects that occur each year in the United States."

Other studies indicate "that conditions found in some work places may cause genetic damage to men, which may also lead to spontaneous abortions, still-births,

eformed children and
bnormalities in future
enerations."

hree of the many questions raised
y the studies:

- If a substance is more dangerous to women than to men, would a federal regulation that prohibited a woman of child-bearing age from coming in contact with the substance violate the equal employment opportunities law?
- Why have government scientists and private researchers devoted virtually all of their studies on occupational health to the problems of males when 40 per cent of the nation's workers are women?
- When a substance or condition is found to be a special hazard to women, must the government take specific steps to reduce the dangers or has the government met its legal obligation by merely issuing a warning to women?

LABOUR LEGISLATION

Public servant wins case against federal government

The Federal Court of Canada has ruled invalid, a regulation that federal public servants must hold a position for at least a year before becoming eligible for further promotion.

The Public Service Alliance of Canada won a test case involving Robert Delanoy, an employee of the department of national defence in Calgary. Delanoy claimed he was the most qualified candidate under the merit system for a promotion won by a person of lower merit because of the regulation.

The PSAC also has 25 other appeals against the regulation referred to the court and expects that they will be allowed and the competitions for the positions held over again.

INCOME

Self-employed earn most

As expected, self-employed doctors and surgeons had the highest average income — $44,585 — reported in 1974 income tax returns.

Three other self-employed categories followed: lawyers and notaries, $42,751; dentists, $35,525; engineers and architects, $34,109.

Teachers and professors were the highest-paid employees, with an average income of $12,514, followed by members of the armed forces, with $11,996. Government employees were the next highest categories, with federal employees leading at $11,068, followed by provincial employees at $10,672 and municipal at $10,341.

Employees of business enterprises trailed all categories of government employees, at $9,746, while employees of institutions had an average income of $8,114.

By city, taxpayers in Sept-Iles, Que., had the highest average annual income, $12,592, while Oakville taxpayers were next with $12,212. By sex, male taxpayers reported average income of $11,736, compared with $6,734 for female taxpayers.

BOOKS

New annual on labour history now available

Labour / Le Travailleur, a new annual publication on labour history, has been launched under the sponsorship of the Committee on Canadian Labour History, with financial support from the federal labour department.

Articles in the first issue include "Working Class Studies in Canada," a review essay by Michael S. Cross, and "Le Québec et le Congrès de Berlin, 1902," by Jacques Rouillard.

Requests for charter subscriptions — $6 for one year or $11 for two years — may be sent to G. Kealey, *Labour / Le Travailleur*, History Department, Dalhousie University, Halifax, N.S.

QUALITY OF WORK LIFE

Job satisfaction more important than salary

Most respondents rated job satisfaction, responsibility, and recognition as more important than salary, in surveys of 160,000 employees by Personnel Sciences Centre of New York.

Bernard L. Rosenbaum, head of the centre, says the trend towards this scale of values began several years ago and has persisted through high unemployment and inflation. lg

PSAC's Andrew Stewart — a profile

by Jack Williams

Andrew Stewart, recently-elected president of the Public Service Alliance of Canada, has taken on a challenging job, and he is keenly aware of it. The Alliance views with deep concern what it regards as the inevitability of new legislative proposals that it thinks will be restrictive. At the same time there is a determination on the part of Stewart and his colleagues to press for what they consider to be much-needed improvements in the employer-employee relationship.

These prospects make a strong and united organization essential, but Stewart has assumed office at a time when there are serious divisions within the Alliance. In an interview for *The Labour Gazette*, Stewart said he regards the strengthening of the organization through a bridging of these differences to be his first and most essential task.

Some understanding of the complexities of the Public Service Alliance is necessary to an understanding of just what confronts him. With a membership of 177,000 the Public Service Alliance of Canada is a national organization representing federal government employees. When Alliance people speak of "the employer" they are talking about the federal government, and usually the Treasury Board in particular. The Alliance is composed of 16 components, each representing employees of a specific department, with the exception of one which covers a variety of small groups including some Crown corporations.

The constitution makes each component responsible for servicing its own membership and policing the collective agreement. But the components, as such, have no role in bargaining; that is done horizontally by classifications that cut directly across all the components.

Jack Williams, former public relations director for the Canadian Labour Congress, is a freelance writer and author of The Story of Unions in Canada.

There is a good deal of talk within the Alliance regarding the possibilities of changes in this structure. Stewart has been basically a supporter of the present structure, though he is quick to suggest that improvements may be possible, and he is a leading advocate of a plan to appoint a special committee to conduct a self-examination. He points out that the Alliance, from its birth, has differed in a number of respects from other unions and in engaging in federal public service bargaining it was breaking new ground. Stewart takes the position that after 10 years the time may be appropriate for some stocktaking, and while he has no preconceived ideas he sees the possibility of worthwhile changes:

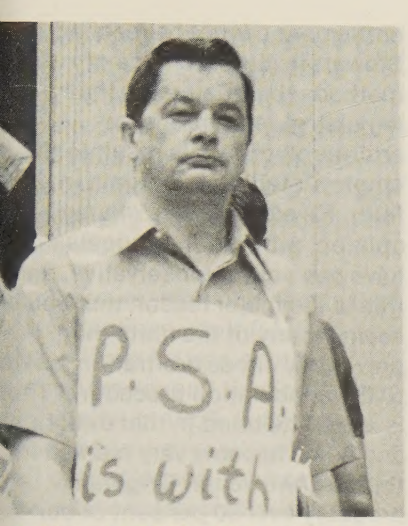
"Perhaps we can combine some of the components to make them mor effective. They differ in size from 30,000 to about 4,000 members, and all are attempting to provide th same level of service. We are constantly faced with government changes in organization or otherwise, and this sometimes causes internal problems of jurisdiction with regard to our components. There are some weaknesses in our constitution and structure, but in the main it has worked. Just what would come out of a study I don't know, but I'm in favour of it."

"At times we are walking on egg shells to keep these groups together..."

No union represents such a wide spectrum of occupations. Salary ranges, which reflect these differences, go from $6,500 to $29,000, with some extraordinarily highly skilled professionals in the upper brackets. It is not surprising, therefore, that there is a variety of outlooks.

"At times we are walking on egg shells to keep these groups together," Stewart frankly admits. "I think it is factual to say that we have people at some of the senior administrative levels who weren't all that overjoyed when collective bargaining came into the public service. These people are saying that they didn't ask for bargaining, but now that we have it there is a certain type of posture they want u to adopt. And then we have people on the other side who are regarded as super-militants.

"The biggest job in this organization, particularly at the present time, is to try to mould a set of policies that can convince people to adopt a common policy



ndy Stewart, in 1970, while a third vice-resident of the PSAC, joins the picket line n support of strikers at an Ottawa ewspaper.

hat all parts of the organization are repared to support — and I mean upport. We need both types. I hink they can give us a balanced pproach, but it takes a lot of nediating, going back and forth rom one side to the other to arrive t a policy that we can all support. Ve have got to do more of this, ecause we have had some pretty erious splits in the past."

Another internal problem, and one which the Alliance shares with most national organizations, is that created by language differences. Stewart elaborates:

"As an organization we publicly adopted an attitude on bilingualism going back even prior to the ormation of the Alliance. We supported the bilingual public service envisaged by the late Prime Minister Pearson. It doesn't follow, however, that we have agreed to all the ways and means the present government has decided to use in mplementing the policy. We have eservations about their methods. We are feeling pretty heavy pressure today from our French-speaking membership and rom people who are required to work in more than one language."

At the PSAC's Winnipeg convention earlier this year, there were rumblings from some French-speaking delegates concerning a possible breakaway and the formation of a strictly French-speaking organization of federal employees. This is one of the serious internal problems facing the PSAC executive board. The outcome may well be a key factor in determining the Alliance's success in bettering the lot of federal government employees.

And Stewart leaves no doubt that in his mind there is plenty of room for improvement. He disagrees sharply with outside observers and commentators who suggest that public service salaries are reaching inordinately high levels.

"Wages in the public service still lag behind wages in comparable private sector jobs," he maintains, quoting Pete Connel, former deputy secretary of the Treasury Board, to support this position. He argues that public sector settlements have lagged over a period of years.

"If one looks at the occupational categories — at the tradesmen, people in our heating power units, and firefighters — you will see there is a serious discrepancy between the public service and what is paid outside. The 1975 strike in general labour and trades was brought about by the refusal of the Treasury Board to recognize the rates being paid to outside tradesmen, particularly in the construction industry. We have people who are being paid somewhere around 70 per cent of the outside industry rates."

Discussing differences between public and private sector bargaining, Stewart has these views:

One has to recognize that the major difference is that of ability to pay. In the private sector, if you are dealing with a one-plant enterprise it is pretty common knowledge as to what the position of the company is in terms of profit and there is a point beyond which the company cannot go if it is to continue competitive in a certain market.

"But one also has to recognize that in the public sector there is a limit to which the taxpayers are prepared to support public sector bargaining.

"In the private sector one company may be more efficient than others and it may well be able to pay higher wages. Our people, in looking at what they should be paid in the public service, naturally pick that singular best agreement on the outside and say that is what our rates should be based on. This creates some problems in public sector bargaining."

"When changes are introduced in the legislation, we are going to find them highly repressive..."

And then there is the matter of so-called "essential industry strikes," and the restrictions placed on those in the public service. Stewart says:

One can argue that public service employees should have no less a right than employees in the private sector. But in the private sector — taking automobiles as an example — an industry can be shut down without the public being hurt; except perhaps the person who was planning to buy a new car. That is the only impact on the public. The difference, which was considered by the legislators when legislation covering public service bargaining was written in 1965-66, was the

impact that public service employees' strikes would have on the health and safety of the public.

"Undoubtedly the right to strike in the public service was given with the understanding that if there were to be a strike, certain services would be continued. When we accepted that in 1967 we didn't know what the impact would be. We saw the words and the legislation, but we didn't know how it would be translated into action.

"Since that time, the employer has attempted to use, and has used the broadest possible interpretation of those phrases in the legislation and it has caused many problems. The attitude of the Treasury Board as the employer in the public service is that in the face of a strike they want to operate as closely to normal as possible. The impact of the legislation, with the exception of the postal workers, has been pretty restrictive. They didn't choose to designate the postal service as being necessary for the safety and security of the public and there are no positions in the post office so designated.

"We are faced with a very different situation with regard to our firefighters, our correctional officers, our prison guards, our hospital workers, and so on. We think that when changes are introduced in the legislation, we are going to find them highly repressive, and one of the biggest jobs that this organization and other public service unions ever had is going to be to fight the kind of legislation that I am sure is coming.

"The legislation is restrictive in another sense too, if you want to compare it with outside jurisdictions. They can negotiate such things as classifications, which we are proscribed by law from negotiating. This is one of the root causes of unrest in the public

The Alliance has declared its intention of fighting vigorously to have the whole area of classification...made negotiable

service. At the present time the employer, although they consult with us, has the sole right to develop classification standards and to classify positions. If you want to grieve against your classification it only goes back to the same employer who made the decision initially. What the employer can do is negotiate an agreement with a bargaining unit one day and then downgrade everyone in the unit the next day. They can negate the whole thing, and there is some evidence that they may be trying just that."

Stewart says that in one instance there has been a move to downgrade 70 per cent of the employees in a particular classification. The Alliance has declared its intention of fighting vigorously to have the whole area of classification standards and the classification of positions made negotiable. They are also seeking the removal of restrictions on the negotiation of promotions and transfers, and to have seniority fully recognized.

The attitude of the Alliance membership toward bargaining methods has swung dramatically away from arbitration toward conciliation, accompanied by the right to strike. Under present legislation, the employees in a given unit may choose whether they want a dispute settled by binding arbitration, or whether they would prefer to go to conciliation and retain the right to strike if a settlement cannot be reached. Stewart favours a choice of methods, but maintains that legislative restrictions on arbitration tribunals result in the employer failing to bargain in good faith. He elaborates: "In my opinion, arbitration tribunals have been ultra-conservative, and this is the major reason that you ar seeing many of the units that previously chose arbitration movin to the conciliation procedure. Ther is a definite trend in that direction and it has become very marked in the past two years. Originally probably over 90 per cent of our units chose binding arbitration, an now well over half the membership is on the conciliation-strike route, may be as high as 75 or 80 per cent

"We have got to become more sophisticated...a lot of rhetoric...won't work"

With about 10 years of bargaining experience and a sharp eye on developments in the private sector it is obvious that the Public Service Alliance of Canada has reached a critical stage. The new man at the helm is one of the new breed of labour leaders, and he gives the impression of being a realist.

Andrew Stewart was born in York County, New Brunswick, in 1933 and spent his boyhood in the Fredericton area. He went on to take a diploma course at the University of Guelph, graduating in 1951. He gained some practical experience in a co-operative dairy i Fredericton, and recalls with a chuckle that some years later, as a association official, he addressed an audience of agriculturalists in Saskatoon. One husky member of the audience, clearly no mere theoretician, interrupted to ask: "Stewart, what qualifications do

ou have for the position you are
ling? Did you ever work for a
ving?" Stewart recalled the
eaning of cream cans and other
bs around the dairy. Nonplussed
s questioner commented: "If you
ad been any damned good you'd
ill be there."

ut the impression one gets is that,
ven from those youthful days,
tewart knew he was going
omewhere beyond the Fredericton
o-op dairy. In 1956, at the age of
3, he became a member of the
taff of the Canada Department of
griculture research station at
redericton. It was that move that
ut him in touch with employees'
rganizations. He soon became
ecretary and then president of the
redericton local of the Civil
ervice Federation of Canada, one
f the organizations that was later
o become part of the Public Service
lliance.

tewart was a delegate to the
ounding convention of the Canada
griculture Employees' Association
1960 and was chosen first vice-
resident. Before his term of office
xpired, the president resigned and
tewart moved up to the top spot.
e was re-elected president of the
ssociation in 1963 and again in
965. This naturally placed him in
ne for an important position when
he Alliance came into being in
966, and he was chosen president
f the Agricultural Component of
he Alliance. He was elected third
ice-president of the PSAC in 1970
nd returned to that office in 1973.
le was elected the Alliance
resident at the PSAC convention
n Winnipeg in June 1976, following
hard-fought in-union battle that
as left some political scars.

tewart, casually but smartly
ressed, works in the very modern
xecutive offices at the top of one
f Ottawa's most attractive
owntown office buildings, an
1-story oval structure that the
lliance owns.

"...the restrictions placed on federal employees with regard to partisan politics are totally unrealistic"

He is well aware of the changes taking place in organized labour, and comments:

"If union leaders are going to do a real job for their membership, they have to realize that this is 1976 and not the 1960s. We have got to become more sophisticated in our approach and our discussions; just using a lot of rhetoric isn't good enough, it won't work."

He sees considerable value in the Alliance being affiliated with the Canadian Labour Congress and says that relationships between the public service organization and other unions have improved greatly through this association.

Critics have sometimes raised the implications of party politics through such a relationship. Stewart's views are clear:

"I don't advocate the Public Service Alliance becoming politicized to the extent of supporting a political party. I think there is an inherent danger in our organization supporting one party, because whatever government is elected becomes the employer.

"Not only that, we are prohibited by law from contributing monies. We could have all our certifications challenged. I don't think that would be successful, but it could cause a lot of turmoil.

"But I do think that the restrictions placed on federal employees with regard to partisan politics are totally unrealistic. The Government of Canada, as the employer, should recognize that it is not dealing with a group of imbeciles. With the exception of persons who are in very sensitive positions, like deputy ministers and others in senior policy positions, the restrictions on running for office, actively participating in local campaigns and contributing funds should be removed. This is a restriction on civil liberties as far as I'm concerned."

But this, he explains, does not prevent the Alliance from taking a firm public position on issues. The PSAC was one of the first to give not only moral but full financial support to the Canadian Labour Congress in its campaign against the government's anti-inflation program.

The new Alliance president foresees the possibility of greater co-ordination of efforts among public service employees at all levels of government. He is a strong supporter of a suggestion advanced by the CLC for a co-ordinating committee composed of representatives of the Public Service Alliance, the newly-formed National Union of Provincial Government Employees, and the Canadian Union of Public Employees, which represents a large number of municipal employees.

Stewart thinks that legislation and a public relations program to combat misconceptions about public employees are two specific areas in which co-ordination might be beneficial. He sees neither the possibility nor the need for organic unity. The combined membership of the three groups would approach half a million, a figure Stewart brushes aside with: "I don't agree that size means all that much."

Clearly there are interesting days ahead for the Public Service Alliance of Canada, and the personality of its new president will be a contributing factor. lg

New federal initiatives to improve industrial relations

Federal labour Minister John Munro has announced a broad range of new initiatives designed to improve Canada's industrial relations system. "Much of the success of the program will depend on discussion with and co-operation of government, labour and the business community," the minister said, adding that labour's right to be involved in the decision-making process must be recognized by all parties.

A consensus regarding the proposals, Munro stated, would have to come from labour, management and in some cases, the provinces.

"First, we want to amend and improve the structure and process of labour-management relations. Second, we want to deal with substantive issues to improve the work environment. And third, to the greatest extent possible, we want to remove contentious issues from the bargaining table."

The first step in the program, he said, will be the constitution of a multi-partite forum for consultation. The forum would bring together representatives of government, labour, business, the farm community and other relevant parties. "We do not favour a body with the wide-sweeping powers advocated tentatively by the Canadian Labour Congress," he advised. "The body proposed by the Congress would purport to manage all or major parts of the economy and would require a significant delegation of power by Parliament, and this we are not prepared to do."

The multi-partite body would provide the needed background information to make decisions that would be in the interest of employers, employees and the public. Under the umbrella of this national body would be a tripartite consultative body dealing specifically with labour-management relations.

Munro also proposed the establishment of a collective bargaining information centre. Both labour and management, he said, have long recognized the need for a centre that would disseminate information on the state of the economy and on current bargaining issues. Such a data centre, he believes, would go a long way toward removing some of the worst adversarial aspects of the collective bargaining system.

"Although considerable quantities of economic data are now available from various government and private sources," he said, "much of this information is unsuitable for collective bargaining. In our discussions at the Canada Labour Relations Council it was agreed there should be a single agency that would pull together these data and make them relevant and available to both parties."

"...to the greatest extent possible, we want to remove contentious issues from the bargaining table"

Operating under the direction of a tripartite advisory board with representatives from labour, management and government, the centre would act as a clearing house. It would encourage existing agencies to make their output more relevant to the collective bargaining process. Information would include rates of pay, employee earnings, conditions of employment, and fringe benefits. The centre would provide information not only on the state of the economy but on the state of individual industries, including comparisons with other countries. The data would be available to the public.

The minister pointed out that although the national consultative council might not appear to have much relevance to the worker on the shop floor, it would influence important structural changes that could affect production workers. "We will work closely with Crown corporations to promote the introduction of worker participation at various levels," he said. Occupational health and safety, labour education and worker participation are three target areas of government concern.

Munro proposed the establishment of an occupational health and safety institute. "There is a need for testing potentially dangerous substances, conditions, and industrial processes." A national code is clearly needed, he said, as well as a technical advisory service to workers, trade unions, employers, agencies, government and the public.

ne minister also revealed that the overnment plans to undertake a ct-finding investigation to analyze ne need for paid educational leave at would improve job perfor-ance, develop new skills or repare workers for new careers. he survey would assess the ossible impact of educational ave on unemployment and the lationship of educational leave to flexible working life. "Paid educa-onal leave could make a signifi-ant contribution to improving the orking environment," he said. This proposal originated in a onvention of the International abour Organization and it has the ll backing of the Canadian Labour ongress."

he government intends to seek pproval of the House of Commons r programs that will provide upport to individual workers and to abour and educational organiza-ons. Munro said there was a need r programs that would assist abour leaders and potential labour eaders to acquire a more compre-ensive knowledge of the structure, oals, policies and responsibilities f the labour movement within the ocial and economic context of anada.

here were several proposals oncerning innovations in the work nvironment. The government is roposing the establishment and romotion of joint safety and health ommittees in work areas under ederal jurisdiction. The establish-nent of committees on a plant-by-lant basis would provide a means r labour and management to hare the responsibility for health nd safety, with employees taking art in decision-making related to afety and health matters.

he government proposes to extend o all employees in the federal juris-iction the right to grieve against lleged unjust dismissal. The roposed procedure believed to be

Munro proposed the establishment of a collective bargaining information centre

"a first in Canada" would include the filing of a complaint, and conciliation by a Labour Canada officer, or arbitration if the case could not be brought to a satisfactory conclusion.

"We would like to protect unorganized workers in other areas, including standards on hours of work, paid annual leave and wage protection," Munro said. "We are prepared to give consideration to proposals on flexible hours of work and we would like to move ahead with new proposals for wage protection, sick leave, bereavement leave, reporting pay and layoff and recall procedures."

In order to update standards according to current needs and conditions, permission will be sought to improve standards through regulation, rather than submitting each proposal to the legislative process.

The government also plans to develop a standard voluntary code of good industrial relations practices. The code would provide employers and employees with a manual of good practices in all personnel-related issues, and help to reduce the divergence of views on labour-management issues. The code is expected to emerge from future tripartite consultations.

European experiments in industrial democracy and North American experiments in the humanization of work tend to demonstrate a common factor inherent in improved working conditions coupled with satisfactory productivity. The common element is worker participation. The government proposes to establish a quality-of-working-life centre that will encourage studies on the full range of participatory mechanisms, and promote their implementation in the private and public sectors, unionized or non-unionized, within federal and provincial jurisdictions.

Experimentation directed at improving the quality of working life has met some opposition in the past from both management and unions. Trade unions worry that such experimentation poses a threat to collective bargaining, and management feels that it threatens its right to organize and assign work. Despite these difficulties, the minister anticipates a willingness on the part of both labour and management to join in a tripartite study of this area.

"We do not favour a body with the wide-sweeping powers advocated by the Canadian Labour Congress"

"While I would not want to anticipate the direction that labour, management and provinces would want to take, I think it is conceivable that we would want to start with the collection and distribution of data on experiments conducted in Canada and elsewhere for the improvement of the quality of working life," Munro said.

"We would include the monitoring of experiments in the field, lectures, seminars and workshops on methods and problems, and we would establish technical and consulting services on the quality of working life." The provinces have

already indicated a willingness to co-operate in this area.

Other issues proving to be a source of friction in the workplace are the questions of pension and retirement. An interdepartmental task force is currently studying comparisons between private and public plans to determine the adequacy of coverage and benefits.

The government intends to zero in on the collective bargaining process, taking the initiative toward broader-based bargaining. The airline industry is a case in point. "A move in the direction of coalition bargaining would help avoid the kind of sequential shutdowns we have experienced in the past in this important public service," Munro asserted.

In the transition period from wage and price controls to the post-controls period, the government anticipates an increased demand for coalition and mediation officers. "It is a matter of urgency, therefore, that we now launch a program to recruit and train additional officers and improve the quality of their services." It is anticipated that this could be a national training program with full participation by the provinces.

The grievance arbitration system in recent years has been criticized as being too lengthy, costly, and legalistic. Improving the process of arbitration and the supply of arbitrators is another urgent proposal.

Munro indicated there would be important amendments to Part V of the Canada Labour Code aimed at improving the collective bargaining process. Since the time of the "Woods report," a number of changes in the collective bargaining system were made. But there have been continuing pressures for change in legislation to improve the existing system, remove contentious issues and create a better balance between employer and employee.

Occupational health and safety, labour education, and worker participation are three target areas of government concern

"The collective bargaining system is a good system, but it needs to keep up with changing needs and conditions," Munro stated. Avoidable delays and prohibitive costs place an impressive burden on both trade unions and employers. Tensions linger long after the formal settlement is reached. For these reasons Parliament will be asked to consider amendments to the Code in order to improve the balance of responsibility among government, labour and management.

"We also want to establish a fair balance between trade unions and their members, and provide for the prompt and equitable resolution of complaints that individuals may have against unions for not carrying out their responsibilities."

Many of the proposals are intended to diminish the adversary element in collective bargaining, the minister said, adding that it would be unrealistic to expect all sources of irritation to disappear. The adversary element, he maintains, is an essential part of bargaining. "What we want to continue doing, and do even better than in the past, is to provide for third party assistance in the resolution of labour-management disputes."

In conjunction with all these proposals, the Department of Labour is preparing to expand its advisory role to labour and management, both within and beyond the federal jurisdiction. lg

Canada Safety Council conference

Focus on industrial safety and health

by Sharleen Bannon

Demands for more co-operation and co-ordination among federal and provincial governments, management, unions, and health professionals in the field of occupational safety and health highlighted this year's Canada Safety Council annual meeting, held October 4-6 in Ottawa.

A picture of proliferating chemical hazards, overlapping jurisdictions, inadequate exposure limits, lack of government regulation, and generally poor quality on-the-job health care for workers was painted by panelists representing government, union, medical and management viewpoints.

Sharleen Bannon is editor of **The Labour Gazette.**

Discussion of the magnitude of the problem of protecting workers, and methods of reducing the number facing death, disease, and disability through exposure to such common elements in the workplace as radiation, lead, chemicals, asbestos, and noise, dominated the conference.

Support for the right of workers to refuse to work in an unsafe job environment and to accompany inspectors who monitor their workplace for toxic and dangerous substances emerged from medical, government, and union officials alike. The need for data banks on the medical history of workers was also stressed.

Chemical hazards

Toxic substance legislation was called for by Jeanne Stellman, clinical associate professor at the University of Pennsylvania, keynote speaker on the subject of chemical hazards, which opened the conference.

Stellman pointed out that although there are more than 15,000 chemicals currently in industrial use and their numbers are increasing every year, the few provincial regulations tend to be relatively weak and unenforced.

She was first among many conference speakers to denounce the philosophy that an industrial substance is "innocent until proven guilty," and the first among several to debate the merit of adopting "threshold limit values" (TLVs).

"Since factory inspectors and company self-monitoring are sparse, setting TLVs as the only criteria for process control, virtually does nothing to protect worker health."

Stellman quoted unionists who describe threshold limit values as "the amount of poison that workers are allowed to be exposed to each day," and cost benefit analysis, "as the method by which workers pay the health cost of chemical exposures to guarantee the continued financial success of industry."

She called for the introduction of "process control," the elimination of processes that release fumes and vapours, and the strict regulation of cancer-causing chemicals (carcinogens).

Stellman pointed out that before vinyl chloride was found to be cancer-causing, it was allowed to remain a residue in some plastic products in concentrations as high as several thousand parts per million. Today, she said, this residue is controlled so that there now are less than 10 parts per million.

"Before the dangers of vinyl chloride were known, the exposure limit for workers was 200 parts per million in the air. Now that limit is almost zero, or will be within two years." She suggests that if process control can work in polyvinyl chloride industries, it can work elsewhere.

Physical and biological hazards

Dr. Ernest Mastromatteo, director of occupational health at INCO Ltd., the keynote speaker on the physical and biological hazards panel, outlined some of the common work-related effects on the health of workers.

Eye and respiratory afflictions, hearing loss, pressure sickness, nervous disorders, and cancer are often work-induced, he said, and pointed out that there has been a dramatic increase in the number of noise-induced hearing loss claims in Ontario — second in volume to contact dermatitis.

Although Mastromatteo agreed with Jeanne Stellman that the threshold limit values approved in the U.S. by the American Conference of Governmental Industrial Hygienists (ACGIH), were originally not designed for use as legal compliance standards, he predicted there will be an increasing trend to adopt them as legal standards in Canada.

He suggested that Canada adopt the Swedish system of standard setting. In Sweden, he said, dangerous substances are classified into three categories: those not allowed for industrial use without specific approval, those that can be used only under specific conditions, and those that are allowed when regulated by threshold limit values.

On the subject of industrial chemicals, Mastromatteo agreed with Stellman that after the vinyl chloride experience, the presumption about such substances should be changed from "safe until proven harmful" to "potentially harmful until proven safe."

Despite his professed concern about the hazards facing workers, Mastromatteo maintained that "no one can give an absolute guarantee of safety regarding any chemical or agent encountered in the work environment. If, however, society in general has need of the products or services produced by industrial activity, some level of risk will have to be accepted. There should be a mechanism to decide which risks are acceptable in terms of the good of society, and this decision should result from adequate input from workers, employers, governments, and society in general."

He also advised that workers should be told the results of environmental monitoring in the workplace if it shows adverse levels of such substances as lead, mercury, arsenic, fluorides, and ionizing radiation.

In the field of occupational health research, Mastromatteo called for the better co-ordination of data garnered from social security and health insurance files, worker's compensation and employment records. "The right to confidential medical data should be assured for bona fide health research purposes."

Because most small employers are unable to provide occupational health services within plants, he suggested that as in Sweden, occupational health services be subsidized up to 50 per cent by the health insurance scheme.

Other panelists amplified on the dangers faced by workers exposed to asbestos, lead, radiation, and noise. Lorne Heard, from the education and welfare department of the United Steelworkers of America, speaking about the hazards of asbestos in the workplace, deplored that it took until last year for Ontario to establish a standard for exposure to asbestos. He pointed out that asbestos has been a known health hazard for more than 100 years and that Britain has had standards since 1931.

Heard said there is urgent need for general environmental exposure limits "because asbestos knows no limits." It escapes into the air and becomes a community problem because it is so widely used in the automobile industry, for insulation, and is sprayed on steel girders. He was among several speakers who said that one of the most serious problems facing the industrial worker is the cumulative effect of multiple exposure to toxic substances as he goes from job to job.

Dr. Franklin Mirer, an industrial hygiene consultant with the United Automobile Workers in Detroit, charged that almost every battery plant in the U.S. violates the permitted lead exposure levels. Unfortunately for workers exposed to lead, he said, blood tests to determine the level of lead in the blood stream reveal only how much has recently entered the body, not how much is accumulated in the bones, liver, kidneys, and other organs, nor how much damage it has done.

Nevertheless, employees should be told what their blood level is and how much lead there is in the air where they work. Currently, in Ontario, government inspectors supply the results of blood tests to employers. Mirer also advocated the reduction of the current Canadian exposure limit to lead from 150 micrograms per cubic metre of air to 40 micrograms, because biological damage has been shown to start at that level.

In order to help contain the detrimental effects of lead on workers,

employers should be obliged to provide a lead-free lunch room and a lead-free place to store clothes, he said, because lead dust can affect a worker's family when brought home in lead-impregnated clothing.

Mirer was among those at the conference who questioned whether the "risk" factor to workers is justified. He supported Jeanne Stellman's stance that the work environment should be cleaned up rather than employees being forced to use protective clothing and equipment.

Ken Valentine, a safety and health representative of the United Steelworkers of America said that uranium miners in the nuclear fuel cycle are exposed to radiation levels three times as high as other miners. He charged that authorities "are too much concerned to prove what is safe" rather than with protecting workers from *potentially* dangerous substances. "We're too reactive to the situation in Elliot Lake, to mercury and lead poisoning. We must take *preventative* measures, especially as the uranium market is currently on the upswing.

"Our order of priorities is screwed up. We spend millions of dollars to incarcerate prisoners in safe, humane prisons, but offer little protection to those earning an honest living as miners. Let's make sure the cost of preventing exposure to radiation is built into the cost of our uranium exports, because there is no cure."

He also added his support to demands that individual employees be given the right to monitor the workplace. "This should no longer be the preserve of management. The individual must have the right to refuse to work in an unsafe place without fear of reprisal."

Stanley Forshaw, a professional engineer from the Defence and Civil Institute of Environmental Medicine, speaking on the subject of noise as an occupational hazard said acceptable levels "are always political decisions based on the best available data." He said the likelihood that noise could be controlled at its source is slight because at least half the machines in use today produce levels of noise that can endanger workers' hearing.

The hearing of high risk individuals should be checked once or twice a year and if hearing loss is indicated the individuals should be removed from that work environment, he advised. He added that protective devices provide only half of workers with adequate protection against hearing loss. He suggested that audiometric testing should be done by the provincial Workmen's Compensation Boards or a federal agency, and these records should follow a worker throughout his working life so that progressive hearing loss due to occupational causes can be arrested.

Legislative controls

Howard Currie, director of the federal Labour Department's Occupational Safety and Health Program, described government intervention in the field of occupational health as "ad hoc", "fragmentary" and "often directed toward treatment rather than prevention."

He blamed this, in part, on the maze of overlapping and criss-crossing jurisdictions and the multiplicity of departments and agencies involved. For example, he pointed out that 10 federal authorities including the departments of Labour, Transport, Environment, Consumer and Corporate Affairs, Indian and Northern Affairs, National Health and Welfare, the Canadian Transport Commission and the Atomic Energy Control Board administer 11 nation-wide aspects of occupational health and safety. An additional 43 provincial and territorial bodies administer another 90 sets of regulations.

Currie bemoaned that to date, there has been little success in consolidating and co-ordinating the requirements of the several jurisdictions in order to achieve national standards. This, despite recent attempts by the Canadian Association of Administrators of Labour Legislation to have provincial and federal jurisdictions adopt a uniform set of noise control regulations.

For a variety of reasons, few provinces have approved the proposed schedule of maximum exposure levels, hearing protectors, sound level surveys, audiometric tests, record keeping and warning sign posting.

He condemned their attitude, saying "let's not delay indefinitely in pursuit of an illusory ideal that may never be attained."

Although there has been some progress toward consolidating jurisdictions, Currie pointed out that the demands are so complex and the resources so limited that resources as well as jurisdictions should co-ordinate their efforts for more effective results.

While admitting that the government has responsibilities toward worker health and safety, Currie was adamant that the ultimate responsibility for a safe workplace rests with workers and industry and not with government. "Who better than workers and management can control conditions in the workplace?"

He called on industry to carry out its responsibilities to its workers and said that government can assist through standard setting, research, education, surveys, studies, and enforcement procedures.

Other panelists discussed the weaknesses of regulations governing radiation, and improvements in mining legislation, while spokesmen from Saskatchewan, Ontario, and Quebec, outlined their provinces' approaches to occupational health and safety.

Dr. E.G. Letourneau, deputy director of the Radiation Protection Bureau of the Department of National Health and Welfare, said Canadian workers exposed to non-ionizing radiation are particularly vulnerable and victims of inadequate protection. He said relatively few of these workers are protected by federal regulations.

Letourneau agreed with Currie that it's difficult to achieve a national standard because of the near-impossibility of co-ordinating federal and provincial jurisdictions regulating aspects of the industry. He pointed out that exposure levels from province to province vary and that the majority of X-ray workers aren't covered by any standard.

Problems in dealing with occupational health and safety in this area include the fact that the effects of exposure to non-ionizing radiation can span more than one generation and that it is extremely difficult to medically measure its gradual effects, he said. Highly complex population studies and cytogenetic tests may be the only way its long term effects can be determined.

Letourneau added his support to the idea of establishing information banks and a central registry of information on each worker so that the cumulative effects of exposure can be registered throughout his lifetime.

In the area of legislation regulating health and safety in mines, George J. Greer, chief mining engineer with the Department of Natural Resources in New Brunswick, says governments are responding to union demands for more regulations governing asbestos, noise and radiation and the right of workers to inspect working conditions and monitor the work environment.

He gave a brief national roundup of developments aimed at improving the state of occupational health and safety in Canadian mines. He said Newfoundland now has a director of occupational health and is recruiting industrial hygienists to administer the program. In New Brunswick, that province's mining act has been revised to recognize a worker's right to refuse to work in unsafe conditions and the right of workers to accompany inspectors on their rounds. It is also likely to adopt TLVs.

The Nova Scotia government has drafted legislation to regulate dust and noise in mines and is likely to adopt the American Conference of Government Industrial Hygienists' TLVs. Manitoba is hiring environmental engineers to administer its programs while Alberta is drawing up standards for lunch rooms, health services, medical examinations, noise, dust, and TLVs. Workers in Alberta will soon have the right to refuse to work if they feel their health and safety are threatened. The province's new Occupational Health and Safety Act prohibits employers from taking any disciplinary action against workers complying with the Act. British Columbia has established an environmental sector in its department of mines.

Greer recommends a complete analysis of job hazards at each work site and a joint management-union health and safety committee to develop a list of standards and guidelines to improve conditions in the mine. His statement that "health and safety matters should not be a subject for collective bargaining, they should be a right," was applauded by the audience of about 250.

On the general topic of the state of occupational safety and health legislation in the provinces, Dr. Vernon Tidey, director of the Occupational Health Protection Branch of the Ontario Ministry of Health, says Ontario agencies in this field have made some progress toward consolidating their jurisdictions, in line with recommendations of the recent Ham Royal Commission on mine safety in Ontario.

The Ontario ministries of health, labour and natural resources have signed an accord to work together. Tidey also predicted that Ontario soon will have a revised occupational safety and health act consolidated under the Ministry of Labour as well as the adoption of the ACGIH TLV guidelines. This has been done in the aftermath of the conference.

Dr. Gilles Theriault, of the faculty of medicine at Laval University in Quebec City said that it is unfortunate that the Quebec government has decided to revise its industrial health and safety codes only after spectacular deaths in the workplace. He also regrets that management tends to wait until it is forced

to adopt new standards to protect workers, usually brought on by tension in labour-management relations, an upcoming election, and union militancy. Now that Quebec is on the verge of a new code, he said the next big step in ensuring a safer workplace in Quebec will be enforcing the new standards.

Robert Sass, associate deputy minister for the Saskatchewan Department of Labour, said all government programs regarding occupational safety and health should be consolidated in provincial departments of labour as Saskatchewan has done.

He also described the Saskatchewan system of joint worker-management health committees that received so much support and interest during the conference from government officials, medical experts, and unionists, alike. Saskatchewan legislation guarantees that employees may work with the health committees without fear of reprisal, and workers are guaranteed they will not lose their jobs if they refuse to work under unsafe conditions.

Sass noted also that the Saskatchewan system of workers doing some of the monitoring for dust and noise is cheaper than having the government hire industrial hygienists to do it. In addition, he pointed out that workers and management are most familiar with the potential hazards and conditions in their own workplace.

Medical controls

On the subject of medical controls, Dr. John Markham, assistant dean of the College of Medicine at the University of Saskatchewan, told delegates that workers should be treated *at work* for work-related problems because the family doctor is often unable to relate the symptoms to the job. Markham, who spent 15 years as a health advisor to industry, stressed that a useful description of a person's job should be included in medical records because it is often the only way to determine a cause-effect relationship between health problems and the workplace.

He recommended the universal adoption of the Saskatchewan-style joint worker-management health committees even if they don't have full-time access to health professionals. Markham also stressed the necessity for a worker-oriented health program and said that industrial health professionals often have little credibility with workers and need to live down their image as "management pawns."

Susan Arnold, a registered nurse and director of the health centre at Port Weller Dry Docks in St. Catharines, Ont., agreed with Markham that the health professional's first responsibility is to the worker rather than to management. She said that a health professional in the workplace is vital in helping interpret the relationship between an illness and the job, and also to compare sickness and safety trends in one place of employment to the national average. Referrals, on-the-job rehabilitation, and pre-employment and regular physical checkups can be facilitated by RNs, she pointed out. Her advice to management on the subject of employee health care: "Let's stop arguing and work together."

Dr. Jacques Laflamme, director of the Industrial Medical Clinic in Quebec City stressed that work must be adapted to the physical and psychological needs of the worker. In addition, workers should do jobs best suited to their physical capabilities. Some workers subjected to a certain degree of vibration will become ill, while others don't, and some get contact dermatitis, others don't. Pre-employment screening and regular checkups should be part of every job, he said.

On the subject of chest diseases, Dr. C.C. Gray, executive vice-president of the Ontario Lung Association, said many occupational diseases can be avoided or minimized through industrial protective measures, control of the environment, monitoring, and medical surveillance. He showed slides of miners' cancerous lungs after prolonged exposure to silica dust in the Elliot Lake uranium mines. One man showed signs of lung cancer after four years' exposure to silica while another had lung cancer only after 17 years' exposure. "Early

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"Your safety policy covers falling off the scaffold all right, but not hitting the ground."

detection may have saved these men," he said. The best way of detecting lung cancer's earliest manifestations is through sputum samples, but for this to be of any use, the miner must be taught to expectorate from the lungs and the sample tested almost immediately.

He stressed the necessity to identify a high reactor group to various industrial substances and screen them out of some jobs. Nevertheless, it is inevitable that workers in some industries will have to be prepared to take some risks, he said. In order to cut down on some of the risk, Gray suggested that a company refuse to hire a miner who has ever been a cigarette smoker now that it has been proven that the combination of cigarette smoke with such substances as silica and asbestos greatly increases susceptibility to cancer. His suggestion that cigarette-smoking miners should receive less than 100 per cent compensation for becoming a cancer victim was rejected by the audience, however.

Dr. A.B. Miller, director of the epidemiology unit of the National Cancer Institute of Canada said "all we can do is survey workers under certain conditions. The difficulty with cancer is its complexity and the difficulty in determining cause-effect relationships in time to prevent serious illness." An additional problem in detecting cancer is most workers' reluctance to undergo thorough medical examinations and complex tests. Although Miller supports the idea of cross-referenced medical records, he predicted that some workers would object to government and health officials having access to them, charging violation of civil rights.

Dr. J.P. Gracie, medical director of Union Carbide Ltd. in Toronto, who represented the Canadian Medical Association at the conference, said that the number of doctors in the field of occupational health and safety belie the stereotype that "all MDs are sitting around on their fat wallets."

Gracie suggested that the elements in a successful occupational health and safety program include environmental analysis, rehabilitation, epidemiology, and retired employees programs. He called also for a thorough environmental impact analysis on workers, air, soil, and the community at large before introducing a process or substance into the workplace. He pointed out that an "enlightened management" may be the most important ingredient of any program in the workplace because "it ultimately funds the program."

Focus on the future

The conference concluded with a challenge to the Canada Safety Council to "cease to be merely a national debating society" and become the major national focus for government, management, and union efforts to improve occupational health and safety. Frank Chafe, spokesman for the two-million-member Canadian Labour Congress, said the council should become the central vehicle for labour, management, government, and the medical profession to work together to implement programs to ensure a safer, healthier, workplace.

Dr. Herbert Buchwald, assistant deputy minister in the Alberta Department of Labour supported Chafe's views and said that the Canada Safety Council — because of its membership — is the most logical forum for this role because it is the only existing national body with this potential. He called also on the federal government to take a strong role in the leadership, development of national standards, co-ordination, provision of expertise, and collection of nation-wide statistics on occupational injury and disease.

Art Bray, manager of the occupational health section of the council in an interview after the conference, said he would like the council to attain the stature and wield the influence in this field it's membership would like.

He said, however, that more financial support is needed before the council can meet this mandate and provide all the services it would like to. More participation from unions and industry is being sought, he added. All the suggestions for making the Canada Safety Council a stronger forum for the concerns of all involved in occupational health and safety that emerged from the conference will be taken up for further action, he promised.

In the aftermath of the conference, federal labour minister John Munro announced that a tripartite occupational health and safety institute will be established. Munro suggested also that workers be guaranteed input to the health and safety aspects of their workplace. (See p.522). lg

Workers on the board — it's only a matter of time

by Robert A. Bandeen

The challenge to personnel development is to ensure that human resources are developed to allow full scope for the talents and abilities of individuals — together with adequate financial rewards — while still achieving the objectives of the corporation. This challenge does not seem so idealistic as it sounds when you realize that some of today's practices not only frustrate the individual. They also frustrate in many cases the efficient operation of the organization. In planning personnel policies over the next few decades the most important element to take into account is the changes going on in our society. Any industry that seeks to operate on the basis of standards and values of the past is going to end up as a museum piece — something with which contemporary people cannot identify.

We are dealing today with people who have been moulded and influenced by factors vastly different from those of previous generations. Whether we, as individuals, like the changes or not is immaterial. We have to accept the fact that it is from these people that we must recruit and develop the men and women to run our trains, staff our offices, manage our factories and, in the long run, occupy presidential chairs. We have to understand the values and interests of these new generations, and adapt our organizations, our management structures and our management philosophies to integrate them effectively in achieving our objectives. No modern railroad, for example, would consider having its administration conducted with quill pens by candlelight. Yet, in style of management, we still see in our industry many concepts retained from that era.

Robert A. Bandeen is president and chief executive officer of Canadian National.

The first managers recruited by the railway industry came from the farm or the small family-owned mill or store. The management style they developed was basically paternalistic and rigid, with little opportunity for initiative by the "children" or lower levels. This worked well in an environment that was basically family-oriented and stable, where the average employee was limited in education and experience, and people were happy to accept the hierarchical form of society where everyone had their place in the scheme of things, and were prepared to accept it. Today, we have a very different social environment, and our styles of management have to be as different as the quill pen is from the computer. To begin with, we are dealing with workers who have been exposed to a great deal more education and a broader range of experience — both through formal schooling and through television and other powerful information media. These people cannot be expected to accept that the boss, like father, always knows best. They may even feel that they are better qualified than the boss. No longer is the explanation "Well, that's the way we've always done it" enough. In fact, that is usually the best way to guarantee a demand for a change.

Workers today also seek more creative and more satisfying jobs. They will also demand more involvement in the formulation of corporate policy making. They will not be satisfied with the execution of policies in which they have had no input. We have already seen this develop in West Germany, one of our most successful free enterprise societies, with the admission of union representatives to the boards of corporations. I feel that it is only a matter of time before the same sort of thing begins developing on this continent.

I know the concept is likely to be rejected by the more traditionally-minded in both management and labour. On one side there are those who are jealous of management's right to manage, and on the other those who feel that a union's only role is to demand more without having any responsibility for worrying about where more is to come from. But when we look at the tremendous waste and human suffering caused by our present adversary approach in labour-management relations, surely we can't argue that the system is so good it should not be changed. Perhaps it might be better if both sides got together to work out how a bigger pie might be made. Today we sometimes become so involved in fighting over how the pie is to be sliced that no pie is made at all for either management or labour to share.

Another change taking place in our management style relates to the role of the manager or senior executive. In the paternalistic environment referred to above, the manager played the part of a father figure or proprietor. At almost every level the top man was expected to become involved in every decision, major and minor, and his word was to be accepted without question. But most organizations and corporations are becoming so large that the individual at the top of a hierarchical structure can never hope to be completely expert on and involved in all the decisions to be made.

These people cannot be expected to accept that the boss always knows best

The challenge, therefore, is to tap the full potential of all these better educated and informed people who are coming into our organizations by giving them greater freedom to exercise their initiative. We have seen this element of individual decision-making in such developments as Flexi-time (LG, Oct. '73), and it can be expanded into other areas. But the principle that has to be maintained is that involvement in a decision means greater responsibility for its outcome. In a hierarchical organization, the manager who passes a tough decision up the line for resolution can always shrug his shoulders if it doesn't work out. "They" were wrong. He has no personal commitment to the decision made. But in a properly-organized system the slogan "The buck stops here" does not belong only on the president's desk. It should be found on the desk and workbench of everyone who seeks and has decision-making responsibility. Looked at in this light it can be seen that the demand by new generations for a more creative and responsible role is a positive factor. It is a negative factor only if it is viewed in the light of rigidly-drawn and narrowly-conceived organization structures developed for conditions in the past.

The manager adjusting to the new environment has to separate in his mind the objectives of the corporation from the methods used in the past to achieve them. Then he is ready to adopt new methods without allowing his concern for newness to obscure the objectives he is expected to achieve. Perhaps as we approach the challenge of achieving corporate objectives in the light of our new social values the word "manager" will be dropped altogether from the personnel vocabulary. It might be replaced by such words as "animator", "co-ordinator" or "direction-giver" to illustrate more clearly the task of a person responsible for stimulating and harnessing all the human resources at his or her disposal.

Internal communications is another area where improvement is needed. Employee information needs are not met merely by publishing more magazines or buying more audio-

...the slogan "The buck stops here" does not belong only on the president's desk

visual equipment. The willingness to communicate frankly with employees has to be an integral and well-accepted part of management philosophy. Today's generation is used to the instant flow of complete information provided by modern media and full disclosure policies. They find it odd that often the only subject on which they are unable to get complete and timely information from an authentic source is their job. Development policies, job evaluation procedures, pay and salary policies — even pensions and benefits — these subjects are either taboo or hidden in a screen of technical jargon that not even the experts seem to understand fully. Company policies and decisions that are likely to have a dramatic impact on job security and future opportunities are likewise given the "Top Secret" treatment. In many cases the flow of information downward is impeded by people who wish to keep certain facts to themselves because of the sense of power it gives. "If you knew *that*, you would know as much as me and that would never do" is the unspoken response to some requests for information. Is that any way to treat a group that may one day be represented on your board of directors? lg

Co-determination by decree is not a panacea

by Karl A. Elling

A perusal of the *Provisions in major collective agreements covering employees in certain transportation, communications, trade, utilities and service industries in Canada, 1975*, published by Labour Canada, fails to identify clauses relating directly to co-determination, that is, to workers' participation in the decision-making process. This is not surprising, because Canadian labour agreements are usually closely patterned after the U.S. example.

Yet, in the past few years Canadians have attempted to draw a clearer demarcation between the U.S. and Canadian economic systems. Perhaps more important, there seems to be an effort to accentuate social differences. Canadian life and society will not necessarily continue to develop according to the U.S. model. Consequently, the general question of co-determination may be raised much earlier by Canadian than by U.S. workers, and both management and organized labour should stand ready with appropriate responses.

There already are a number of indirect approaches as embodied in existing Canadian labour agreements that allow for a structuring of these responses. In the surveyed industries cited earlier, for example, about 30 per cent of the agreements provide for clauses relating to advance notice or consultation with the employees or union prior to the introduction of new methods of production. Usually these clauses do not afford the worker or union the opportunity to actively participate in the decision. The workers are merely informed.

Karl Elling is associate professor of Business Administration at St. John's University, New York.

Another indirect approach is the wage or employment guarantee in the case of technological change. About 16 per cent of the agreements include such a provision. Again, the worker is not involved in the decision-making phase. But aside from a consultation that may or may not offer input as far as the worker's job or career is concerned, a certain degree of economic security is generated by wage or employment guarantees.

The third indirect approach is the labour-management committee. Pertinent clauses exist in only 13 per cent of the agreements. This committee addresses itself primarily to the effect of technological change. But seen from a broader perspective, a major function of this committee could be to bridge the traditional gulf that has characterized North-American labour relations, a gulf that causes immediate emotional reactions when the principle of co-determination is discussed.

...co-determination is not so much a sharing of authority but rather a common shouldering of the burden of responsibility and accountability.

Worker participation exists in certain industries in a number of other countries, West Germany being of special interest, but its economic and social results have not yet been fully appraised, because of insufficient experience. There are, however, two fundamental problems that can be considered. One is the fact that co-determination so far, has been decreed by government, thereby blocking individual involvement and hence commitment. Indeed, because in this case an elected worker representative joins the union and management in the decision-making process, the conceptual gulf that now exists between the individual worker and management may also be extended to the relationship between the worker and his or her union. Of course, there is evidence that such a development has in some cases already taken place, even without co-determination, but the latter may accentuate the process.

It appears that in order to realize the economic and social potential of co-determination, grass-roots efforts involving individuals at administrative and operative work levels are required. Without the focus on the individual, there simply cannot be constructive involvement and commitment.

The second problem is caused by an unclear perception of the authority-responsibility interface in the decision-making process. Both sides seem to perceive co-determination, at least initially, as an authority issue. Management believes that it "loses" and labour feels that it "gains" authority. Hence management tries to minimize this perceived loss, and the union is tempted to flex its new muscles.

Good illustrations can be provided by the Peruvian experience of a few years ago. When labour and management were beginning to co-determine the distribution of profits, it turned out that in some cases profits disappeared virtually overnight. There was nothing left to co-determine. In some of the cases where profits were available for distribution, the union voted for distribution to the workers, ignoring the investment needs and hence long-term health of the firms.

Both management and union should see co-determination in the light of the authority-responsibility issue that underlies every decision. Obviously the decision-maker has the authority to make the decision. At the same time he incurs a responsibility and accountability for it. In the ideal sense, co-determination is not so much a sharing of authority but rather a common shouldering of the burden for responsibility and accountability.

Without the focus on the individual, there simply cannot be constructive involvement and commitment.

In what conceptual framework can this ideal sense materialize? Foremost seems to be the development of an individually-experienced mutual respect between labour and management that should eliminate the gulf that separates the two. Management, by superior educational background, should recognize the value of worker input to the organizational decision-making process. This value arises out of the fact that workers possess a tremendous reservoir of experience due to their immediate contact with operations.

The workers and their representatives on the other hand, must learn a similar respect for managerial work. This they already have for a fellow worker even in a different craft. For example, there may be some good-natured razzing when a carpenter and plumber discuss their respective work. But both have an inherent respect for the work of the other. This does not necessarily hold true for a production worker's view of the work of a manager. The former sees the latter often with a mixture of fear, envy and distrust whose manifestations may range from obsequious obedience to ridicule to sabotage.

Given a pervasive mutual respect for work performed at all levels, the need for grass-roots efforts in the planning and introductory phases of co-determination is apparent. Decrees are rarely effective in a society that is characterized by high levels of education, income and social or geographic mobility. Yet, it seems that co-determination must play an important role in such a social setting if any form of organizational decision-making is to follow an optimal path. But it must grow from the bottom up through collective bargaining effort and example involving the individual. lg

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Negotiation for co-determination — the Swedish model

by Olle Hammarstrom

Sweden is poised on the threshold of a reform that the prime minister of the late Social Democratic government has described as the greatest democratic reform since the introduction of universal suffrage. It has produced consternation on the part of employers and satisfaction on the part of the trade unions.

Under the Democracy at Work Act — covering the entire labour force — no longer will the employer alone be entitled to decide what is to be produced and how work is to be organized.

The new legislation, effective January 1, 1977, is intended to provide the foundation for collective agreement on joint influence and on decision-making in various matters. It affirms the right of the trade unions to negotiate collective agreements concerning influence in matters of company management and work supervision, and entitles them to resort to appropriate action including a work stoppage, if the employer refuses to conclude an agreement of this kind with them.

It will be the duty of an employer to negotiate with the local trade union organization with which it has a collective agreement before taking any decision or action in matters concerning company management and work supervision. If the parties are unable to agree, the local trade union organization can call for central negotiations.

Ole Hammarstrom is First Secretary in the Swedish Ministry of Labour in Stockholm

The trade union negotiating collective agreements with an employer will have priority of interpretation of the terms of an agreement in disputes concerning a member's duties and work, and in disputes concerning the interpretation of collective agreements on matters concerning joint influence. The trade union will also have priority of interpretation in a pay dispute if the employer neglects to refer the matter to a negotiating body or to bring proceedings within a brief time limit.

Priority of interpretation implies that a union can become liable to damages if it has misinterpreted the agreement and if its representatives were aware of the misinterpretation or clearly should have been aware of it.

The unions will also get far-reaching rights to information. It will be the duty of the employer to inform the local trade union with which it has a collective agreement of such matters as production, finance and personnel policy. It will also be its duty to furnish supplementary information needed by the trade union.

The Act does not specify what questions workers will have a say in determining or what degree of influence they will exert. These matters will have to be determined gradually, by collective agreement.

If an agreement on worker influence is to be of any significance, it must be supported and utilized by a substantial number of those concerned.

A great deal of information and educational activity, as well as research and development, will be required in order to make it work, and extensive efforts in the fields of information, education, and research have been proposed by the government in connection with the Democracy at Work Act.

From what is known of planning among the unions, they are working toward a central agreement that will provide a general base guaranteeing a minimum influence. This central agreement will have to be supplemented by local agreements setting out the details. The setting up of joint decision-making groups will be an optional right. The union idea is that such groups should be set up only if the local union wants it. If the unions prefer to exercise their influence in other forms, the management side will not be in a position to demand the setting up of such joint decision-making groups.

Aside from personnel policies — for example, hiring, training and

deployment of workers — the unions' prime interest is to reach agreements on influence over decisions concerning the organization of work.

The new legislation is no guarantee of extensive worker influence; its practical outcome will depend to a very great extent on the collective agreements that are actually concluded.

Its main emphasis is on the right to bargain collectively, the right to information and priority of interpretation demanded by the unions. The latter have not been prepared, however, to incorporate in the new legislation any special rules concerning joint decision-making bodies or any other provisions tying down joint influence to particular forms.

The unions will get far-reaching rights to information

One of the effects of the experimentation that has been going on in Sweden since the end of the 1960s has been to underline the general fear of uniform arrangements. An arrangement that has worked in one firm may not be workable in another, owing to local differences and differences between industries. In so far as the unions eventually arrive at general solutions to certain problems, their intention is to try to incorporate them in national agreements.

The question of industrial democracy was first raised by the first Social Democratic government in 1920, but that government fell from power before any practical measures could be taken. After the Second World War, the question of workers' influence was raised once more, in Sweden as in many other countries.

Discussions in Sweden led to an agreement on joint councils entitling trade unions to a certain measure of information regarding the running of firms, and to consultations with management before decisions were taken. Between 1945 and 1965, the main focus of trade union interest was on questions concerning pay and security, but the question of workers' influence came to the fore again in the mid-1960s. In 1966, a revision of the Agreement on Joint Councils stepped up the duty of employers to inform and consult their employees before decisions were taken. Since then, events have moved fast. Experimental schemes were launched involving a greater degree of workers' influence. At the beginning of the 1970s the two biggest union organizations, LO and TCO, declared that consultative influence was not enough.

Unions demanded the right to full information about the running of the firm, the right to exert influence at all levels, and a decisive voice concerning various matters of particular importance to their members. The demands of the unions were wholeheartedly supported by the Social Democratic party and also met with a favourable response from large sectors of the opposition.

Existing legislation has given the trade unions considerable opportunities to acquire a great deal of insight and influence.

Under agreements recently concluded in the private sector, employers have promised local union organizations full information about the economic affairs of their firms. These agreements, which apply to companies with 50 or more employees, indicate three alternative ways to acquire this information.

The setting up of joint decision-making groups will most likely be an optional right

One of them is for the two sides to form an economic committee in which the economic affairs of the company are discussed in detail. Another alternative is for the trade unions to appoint an "economic adviser," a person within the firm who is familiar with economic questions and whose services are placed at the union's disposal. The third possibility is for a person from outside the firm to be given a similar appointment. The economic adviser has the same right to information about the firm's affairs as an auditor, and it is his task to assist the union representative on the joint council and company board.

The new Democracy at Work Act will broaden the scope of collective bargaining. It is not to be viewed in isolation, but as part of a package of legislation and agreements in the field of industrial relations. Two consistent features of this legislation deserve attention. Firstly, Sweden has relied consistently on the trade union organizations. This means that workers have at their disposal the organizational machinery to co-ordinate their efforts toward greater influence at both central and local levels. This solution has been a perfectly natural consequence of the close co-operation between the governing party and the LO (the central organization of workers' unions), and it is made easier by the high percentage of union members in the Swedish labour market — about 90 per cent

of manual workers and 75 per cent of white-collar workers.

Secondly, all this legislation is of an outline character, defining the general rules and assuring workers certain fundamental rights. Within this framework, employers' associations and workers' unions are left free to decide questions of detail in separate agreements, so that due provision can be made for the varying circumstances of different industries and different sized firms.

A reduction in the number of strikes is expected after the new Act comes into force, particularly wildcat strikes, which often arise out of abuses connected with the direction and planning of work. Under the new legislation, these matters will be subject to negotiation, and many potential causes of illegal conflicts will be eliminated.

The new legislation is no guarantee of extensive worker influence

Some critics have expressed the view that the new legislation will lead to a bureaucratization of enterprise and will impede fast decision-making. They fear that the proposed rules concerning the employer's primary duty of negotiation and the general negotiating rights of the trade unions will lead to endless negotiations on both large and small issues, thereby paralyzing the firm.

Another criticism is that the trade unions will force their way to a host of agreements concerning joint decision-making groups at different levels to determine company policy. This decision-making, it is said, will be a very slow process and will be preceded by endless discussions. Employers have given several specific examples of what might happen, ranging from the butcher's shop where the sausages go bad while the shop owner and his assistant are negotiating, to the big multinational corporation whose sales negotiations in Rio are interrupted by the Swedish managing director suddenly remembering that he must phone the chairman of his works council back in Sweden to ask permission to clinch the deal.

Such apprehensions are greatly exaggerated. Unions have nothing to gain by putting unnecessary difficulties in the way of management or by making firms less efficient. It is through the firm that they make their living. The point is that employees want more consideration to be given to the human side of activities; the running of a firm can no longer be viewed as a purely economic concern.

Employers who prefer to retain the old authoritarian decision-making structure and keep the workers' unions as far outside the business of management as possible, and who continue to regard management as the exclusive concern of a few people at the top, can expect to run into problems.

Significant rises in productivity have been reported from several firms that have developed more advanced forms of industrial democracy. Certain firms that have experimented with joint decision-making groups have noted a certain protraction of the time needed for decision-making, but they conclude that this time has been more or less recovered during the implementation phase. Because decisions are firmly rooted and those involved are familiar with the ground rules on which they are based, decisions are far more willingly accepted and actively supported.

Existing legislation has given the trade unions considerable opportunities to acquire a great deal of insight and influence

The new legislation is extensive and its realization will of course take a long time; it provides the trade unions with scope for the long-term accumulation of influence within a statutory framework. My personal belief is that it will take anything up to 10 years to acquire a degree of influence in working life corresponding to that envisaged by the new legislation. This process can be compared to buying a new suit of clothes to grow into. lg

The foregoing was condensed from an address to the second international conference on Trends in Industrial and Labour Relations, held May 24-28, in Montreal.

On participation in Sweden

"Industrial democracy" is Sweden's newest export, claims Paul Dickson, Washington-based writer whose latest book is *The Future of the Workplace*. Fer Ahlström, an editor of *Metallarbetaren*, the monthly magazine of the Metal Workers Union, the largest union in Sweden, says progress thus far has been exaggerated.

Paul Dickson:

For some time now, Sweden has enjoyed a singular reputation as a social laboratory which much of the rest of the world has looked to for new ideas. The process is repeating itself once again, and this time a major development within Sweden looks like it will have a major influence elsewhere, particularly in the United States.

This newest export idea is the concept of "industrial democracy" which is an umbrella term referring to greater worker control, increased worker rights, more productive and satisfying working methods and a general improvement in the quality of the working environment and the job itself.

"There is no question that both labour and management in America are being influenced by what is going on in Sweden," says Frank Wallick, an official of the United Automobile Workers Union, who has personally had a chance to see some of the more advanced Swedish experiments. "I doubt very much that developments will move along the same path in the U.S. as they have in Sweden in all areas, but I think there are two areas where the influence will be quite direct. One of these is greater worker participation in decisions relating to health and safety and the other is a much greater willingness on the part of both labour and management to experiment together with new ideas. For example, I think that the most important thing coming out of all the experiments and new ideas at Saab and Volvo won't be a specific method or concept but a way of thinking that encourages continuing experimentation."

Other American experts acknowledge the growing Swedish influence. Dr. Harold Sheppard, a fellow at the American Institute for Research and a leading authority on the subject of worker alienation, agrees with Wallick, adding, "I also think that the Swedes have made some great improvements on the physical side of the working environment and that this is going to have an influence in other countries. I mention this because this often gets overlooked when people discuss the new Swedish working environment; yet it is a major part of the story."

Others are not convinced that the Swedish influence will be as great as Wallick and Sheppard predict, but nonetheless concede that there is now and there should be a different influence.

Terence G. Jackson, an official of the U.S. government's influential National Commission on Productivity and Work Quality, says, "I personally think that work reform in this country will take very different philosophical and political directions; however, what is going on in Sweden will continue to be watched closely and with great interest and before it's all over a lot of specific ideas will be borrowed from there."

"There is no question that both labour and management in America are being influenced by what is going on in Sweden"

The trend is underscored by more than the considered opinions of experts. News media attention to the subject in the U.S. has been so keen at times that it would appear that little other than workplace reform is going on in Sweden.

Meanwhile, certain patterns first established in Sweden are being repeated in the U.S. Experiments are now under way sponsored by the National Commission on Productivity and Work Quality which involve corporations, trade unions, government (both local and national) and advisors from the academic community. The goal of these experiments is to demonstrate ways to improve job satisfaction, increase worker participation and improve productivity. And while there are probably as many dissimilarities as similarities between the effort and Sweden's set of industrial democracy experiments, the point that must be kept in mind is that the idea of national experiments comes directly from Sweden and Norway. As one member of the Commission staff puts it, "The idea of demonstrating new concepts through national experiments is clearly Scandinavian."

Interestingly, an American program similar to the Swedish effort had

been suggested earlier in an important government study of the problem of worker alienation called *Work in America*. This group is not the only one to adopt the model either — on a smaller scale, for example, the State of Ohio is conducting an experiment-oriented Quality of Work Project.

An example of the kind of experiment now beginning in the United States is a joint venture by the United Automobile Workers and the Harmon Industries in a plant that produces automotive accessories in Bolivar, Tennessee. Called "The Bolivar Project," the key element of the effort will be the direct and continuing involvement of the workers in re-designing their own jobs, the workplace itself and the rules and procedures observed — much like the goals of the more advanced Swedish efforts. While this project might have gotten started without the Swedish model to work from, those involved say that the groundwork laid in Sweden has made projects like this one easier to start.

Incidently, both those in Sweden and the United States are quick to point out that it is wrong to make it sound like "industrial democracy" is something exclusively Swedish. Norway actually began a national effort before Sweden while forces in nations as diverse as Yugoslavia and Israel have brought about their own versions of democratic workplace innovation. However, it is fair to say that Sweden has become the most important centre for testing the idea. Or as researcher Sheppard puts it, "What we're really talking about is an international movement toward greater worker control which is being led by Sweden."

Per Ahlström:

"Personal time allowance is 24 minutes per day. In addition to coffee breaks this time shall also suffice for trips to the lavatory and the like.

"The idea of demonstrating new concepts through national experiments is clearly Scandinavian"

"The employee shall tidy up his workplace after working hours. His chair shall be pushed up to the table so that the backrest leans against the table edge."

These are some of the rules that employees at LM Ericsson in Ostersund have to follow.

Employers still consider employees to be irresponsible children who must be disciplined with a strong hand. The rules at the LM Ericsson factory in Ostersund are more representative of Swedish working life than are the experiments that are constantly being displayed to foreign visitors.

Unions also look with a certain skepticism on employers' experiments with industrial democracy and new working methods. True, the local union is almost always involved and does take part in planning the changes. But the results still appear more often than not to be of greater advantage to the employer than to the employee.

But positive things do indeed happen. The working environment has been radically improved in many industries during recent years. Noise has been muffled, air has become cleaner and lighting has been improved.

What has really happened in Sweden is that employers have realized that it is economically profitable to have a good working environment, and that production often moves more smoothly if the

The 1973 Act concerning employee representation on company boards applies to firms with 100 or more employees and entitles trade unions representing at least half the employees in a firm to elect two board members. Results to date have for the most part been encouraging. The trade unions feel that board representation has been valuable, especially on account of the greater insight it has given them into the management of company affairs. The apprehensions expressed by employers concerning the experimental reform have for the most part been refuted by events. The system has been accepted by a majority of employers, and some have expressed their approval. The late Social Democratic government proposed in the Riksdag that the Board Representation Act should be established on a permanent footing. At the same time it was proposed that the limit to the applicability of the Act should be lowered to 25 employees and that certain rules should be introduced to strengthen the position of the workers' representatives on company boards. The proposed rules include the right to call a board meeting, the right to information prior to meetings and the right to interpretation service if a foreign language is used.

From a speech by
Olle Hammarstrom,
First Secretary,
Ministry of Labour, Sweden.

workers, who have first-hand knowledge of the way things are done on the shop floor, are allowed to participate and give advice and tips about improvements.

Companies in Sweden function in a different climate from that of companies in most other capitalist countries. The Swedish Social Democratic Government has strongly backed full employment. As a result, there is often a shortage of labour during boom periods. In addition, the Social Democratic labour union movement has carried on a wage-policy program which strives to level out the differences in income among workers. For that reason, companies have a hard time "buying" workers by paying higher wages than their competitors. Instead, they use the working environment as a selling point in their fight for manpower.

Companies with a poor working environment and monotonous work have trouble retaining their employees. Turnover and absenteeism are high. That costs a lot of money.

Volvo was probably the first company to realize this. By backing improved environment and consultation with the workers Volvo tried to reduce personnel turnover and absenteeism. And it worked out well. An inside investigation that Volvo made is said to have indicated that investments in good working conditions produce a 20 per cent return.

The workers profit, of course, from improved environment. They have fewer sick days. They can work more efficiently and earn more money. And greater well-being on the job produces greater well-being at home.

...production often moves more smoothly if the workers...are allowed to participate and give advice...

But Volvo has not invested in better working conditions out of pure benevolence.

Interruptions always occur on the continuous assembly line, since the speed of the belt is geared to the operation that requires the most time. No such pauses arise in group work. All working time is utilized.

The pace is driven up by the groups that precede you and by those that follow. No team enjoys seeing how engines pile up in front of its operation while the next group stands and waits for something to do.

There are many ways to control a worker's working speed. The moving assembly line is just one of them. The most frequently used method is the wage system. With piecework, no moving assembly line is required. The worker is still forced and enticed to work hard in order to earn as much as possible.

In more and more industries, unions are demanding fixed salaries. But the employers' answer is almost always no. The Swedish employer's desire to experiment does not go that far.

The experiments undertaken thus far by Swedish companies have not altered the relationship between employee and employer in any decisive way. And the result has not disadvantaged the employer. Quite the contrary. Better quality, lower rates of absenteeism and of personnel turnover have more than compensated any possible reduction in working pace.

It is quite possible therefore that these experiments are going to influence the development in other countries.

Companies use the working environment as a selling point in their fight for manpower

Still, in spite of everything, there is a certain basis for the talk about a rejuvenation of Swedish working life. New legislation and intensified union activity are going to lay the groundwork for economic democracy. Workers will achieve real power — and not merely be asked for advice. This is a process that has only begun.

It is possible that Sweden may come to lead an international movement for greater control by the workers. But the importance of the experiments made thus far has been greatly exaggerated. lg

Reprinted from **Sweden Now.**

Employees on the board: the views of two Swedish businessmen

Legislation allowing employees to name two representatives to their corporate board of directors has been in effect in Sweden for three years. What has been the experience so far, from a management view? Rolf Deinoff, managing director of the Swedish Match Co., and Ake Stählbrandt, chairman of the board of the Trelleborg-Tretorn Group, give their views.

Deinoff:

Employee representation on a company board has positive as well as negative aspects, and at the risk of being too general, I would offer the following opinions.

First, the positive points:
The employees' representatives often have long experience of the company which would naturally be of benefit to the board. The decisions and opinions of the employees can be effectively transmitted to the board through their representatives, thus minimizing the risk of misunderstandings and consequently making it easier to solve problems internally.

We are optimistic that a greater sense of loyalty to the company can be created among employees if they have a say in the way the company is run. In addition, the comprehensive information which the representatives pass on to the employees will also, it is hoped, stimulate interest and make for a better understanding of the company's functions.

The foregoing does not, however, mean that there are no potential snags to the scheme. For example, it is foreseeable that there may be occasions when they would naturally take a one-sided view of a situation. One also wishes at times that the representatives were skilled in areas other than those in which they have been trained.

It is vital to the running of a company that the members of the board have the company's best interests at heart at all times, taking into consideration all the aspects of a situation and not just a few specific ones. In order that the company shall be able to increase earnings, expand and maintain employment, it is important that the employees' participation in decision-making be coupled with ability and a preparedness to take responsibility for the decisions, however unpopular they may be.

• • •

Ståhlbrandt:

Within the present framework of the Trelleborg-Tretorn Group and its subsidiaries, there is employee representation on six of these companies' boards of directors. To date, my experience of this scheme has been mostly positive. I would put this down to the fact that we have been fortunate in having good representatives of the employees, something which I would regard as being basic to the functioning of the system.

I also see that it must be in the interests of the representatives to have practical experience of sitting on a board of directors and to get acquainted with the work of the board. It is also important for them to see that the board is a decision-making body and not a round-table discussion group, and for them to be in on policy-making and to share in the responsibility for reaching the goals.

Within the Group, we have had a well established system of consultation and co-operation with the employees for a long time. One advantage of the new system is that a clearer impression of the company's position and problems can be formed by meeting face-to-face in the board-room.

I cannot personally point to any important disadvantages of the system. However, I can envisage a situation, where the employees' representative is caught between two loyalties. As a board member one must keep the best interests of the company at heart at all times. An employees' representative could find himself "between two chairs." Furthermore, it might not be possible to announce policy decisions right away, if these decisions were going to adversely affect the workforce. This might put the representatives in a tough spot.

What must be avoided at all costs, is that the board of directors becomes a new debating forum, because if a company is to be effectively and efficiently managed, it must have an energetic board of directors who share a common view of the company's objectives and are prepared to take the responsibility of their decisions. lg

Reprinted from **Sweden Now.**

The adversary system is here to stay

by Bill Cunningham

Ed Finn said in his reply to his critics (LG, April, 1975) that it would be the last he would write about his proposed "Labour Peace Commission" (LG, Nov., 1974) for some time. I do hope he will reconsider. No doubt Finn was overly optimistic when he said that it was "an idea whose time has come" but he did provoke a surprising range of replies; enough to indicate that the time has come to flesh out the details of his proposal for further debate.

One should not expect a new idea to influence immediately the world of events. Like any infant, an idea requires a maturation period during which its life is sustained, its strength increased, its circle of friends enlarged. To achieve maturity and influence, it needs the nourishment of debate.

Finn was probably right in stating that there was an immediate gut reaction to a proposal such as his. Mine was favourable to it. But I cannot accept the anti-rational assumption behind the suggestion that visceral reactions are not ordinarily susceptible to change. He should take heart from the words of J.M. Keynes. "If the ideas are correct," he says, "it would be a mistake...to dispute their potency over a period of time." (*The General Theory of Employment, Interest and Money*.)

Finn's idea merits more than a gut reaction. He put forward a proposal that deserves a rational examination for the discovery of possible flaws. If an examination does not reveal major flaws, and the expected benefits remain likely, his proposal will gain potency over time. This article then, is to provide some of the further nourishment that comes from debate.

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Let me first present an abbreviated, but not I trust inaccurate, version of Finn's argument. The collective bargaining system assumes that unions and employers are adversaries who must settle their differences through a trial by combat if otherwise unable to reach agreement. "Trial by combat...is no longer appropriate or tolerable as a dispute-resolving mechanism in today's complex, interdependent society — and especially not in the public sector..." Most Canadian governments now "do nothing other than react in an ad hoc way to each crisis as it occurs" and this is clearly unsatisfactory. Strike bans and compulsory arbitration "are incompatible with the adversary system" but "governments can't ignore the threat to public health and safety" that the withdrawal of essential services creates. Work stoppages could "be made unnecessary by replacing the adversary system with a demonstrably fair and rational determination of wage and benefit levels for all groups of workers," but this is impossible to do in the private sector with the present enterprise system.

Most of the present troubles, Finn says, originate in the public sector. It was a mistake to apply to this sector a collective bargaining system based on the idea of an adversary relationship. "The adversary system is completely inappropriate as a method of conducting labour relations between governments and public service unions..." That is his diagnosis. The remedy he prescribes is a Labour Peace Commission.

Before looking at the composition and functioning of the Labour Peace Commission (LPC) the relationship between his diagnosis and remedy requires some comments. The logic of the diagnosis suggests that an appropriate remedy should do two things: Eliminate the adversary system in the public sector because, as he says, "the adversary system is completely inappropriate as a method of conducting labour relations between governments and public service unions;" and reduce work stoppages in essential occupations, because responsible governments cannot ignore threats to public health and safety. It appears to me that Finn's proposed remedy does not achieve the first effect.

He makes much use of the terms "adversary concept" and "adversary system" without spelling out fully what they mean. He states that: "The underlying assumption [of the adversary concept] has been that the best way to resolve differences between unions and employers is through a trial by combat." Later he states that: "We took a collective bargaining system that was based on the adversary concept...and we misapplied it to the public sector."

nd: "We thus encouraged governments and their employees to egard one another as adversaries. Ve forced public service unions to argain — that is, fight — for dequate employment standards." his leaves unanswered the ollowing question. Is it possible to ave in the public service a collecive bargaining system that is not lso an adversary system? It is not lear to me whether Finn thinks ollective bargaining should not xist in the public sector; or whether he thinks it should exist ut without the parties being adveraries. Is the adversary system nother name for collective argaining, or can there be a collecive bargaining system without here being an adversary relationship?

suggest the proposed LPC would ot eliminate the adversary system. Finn has not proposed to abolish collective bargaining in the public sector or to prohibit recourse to "a rial by combat." In short his emedy does not fit his diagnosis. If is diagnosis is wrong the remedy may nevertheless be valuable.

n his diagnosis, he puts too much emphasis on the adversary system as the culprit. There will always be differences, and therefore conflicts, n the economic interests of individuals and of groups of people, no matter what type of surgery is performed on the economic system. The economic pie has a inite size that must be reconciled vith the distressing but understandable inclination of most people to prefer more rather than ess. Given these facts of life, there will always be some kind of adverary relationship that is grounded n economic reality. The problem or society is to construct a framework of laws, procedures, and olicies that will permit and induce s members to behave in such a way that they resolve their conflicts vithout destroying the cohesion required for continued social existence. Within a good framework there will be a continual resolution of conflict with a minimum disruption to the achievement of shared goals.

I think we should give up the idea that the adversary system might be eliminated, even in "a fully planned and controlled economy" that retained democratic values and institutions. There is no discoverable "demonstrably fair and rational" system for the "determination of wage and benefit levels for all groups of workers." No tinkering with, or major surgery on, the economic system can provide an escape from the unavoidable question of who will get how much and its awkward corollary that more to some means less to others.

...emphasis on "replacing the adversary system" in public employment is a red herring...

All production requires organized disciplined activity by individuals. This has always been true, but never more so than with the modern methods of large scale production units. In some productive activities, free-lance writing for example, individuals can organize their own efforts and impose a self-discipline; but it is a Garden of Eden dream to expect a 20th century society to meet its economic needs by relying wholly on the self-organized and self-disciplined efforts of its individual members. I do not think Finn will disagree with my conclusion that society necessarily must have some people whose productive activities consist of organizing and directing the productive activities of others. It is a feature of all social organizations, labour unions as much as corporations and governments. It is an unavoidable feature. Out of it arise further conflicts of interest.

Human psychology, finite incomes, and organizational imperatives guarantee the continuance of social conflict. Rather than condemning collective bargaining in the public sector for being an adversary system, we should applaud it for its realism. It is not based upon some Utopian vision of man and society but reflects the underlying reality of inevitable conflict.

Finn's emphasis on "replacing the adversary system" in public employment is a red herring that deflects attention from his important proposal. He seems to think of his proposed LPC as an alternative to the adversary system but in fact the LPC would be an appendage, introduced in the expectation that the commission would substantially reduce the undesirable effects of the adversary system. He does not propose to abolish collective bargaining; he does not propose to ban strikes; he does not propose to change the institutionalized forms upon which the conflicting groups rely to advance their interests. Is it only my obtuseness that prevents me from seeing in what way his proposed commission would replace the adversary system? I do not think so. In some form or other an adversary system will remain. Fortunately his proposal can be examined and evaluated for what it is: a new idea to make the adversary system produce better results.

What about the composition and functions of the proposed LPC? Finn envisages a prestigious commission composed of a small number of skilled, experienced, respected persons holding long-term appointments, free from any suspicion of partiality or political influence, with a support staff of

competent specialists. His suggestion was: a chairman and "one each from the unions, the employers, and the government." In this he accepts the Canadian tradition of such bodies explicitly having members who are, in some sense, representative of the interests of the parties. With this I have no quarrel, but has he not implicitly assumed that such a body would be unanimous in its recommendations when any were required? A three-to-one split might not be too serious, but what happens if there is a two-two split? Would it not be better, perhaps, to have a five-member body, the fifth being a vice-chairman with personal qualifications similar to that of the chairman? To preserve the moral force of the commission's recommendations, it might also be desirable to require that they be supported by at least four of the members.

Finn's LPC would have two functions. Its principal job would be "to furnish reliable, up-to-date facts and figures to the negotiators of both sides, to assist them in reaching voluntary settlements." (LG, April, 1975, p.229). If an impasse occurs the LPC would have another function. It would provide the parties (and presumably the public) with its previously prepared set of recommended terms for a fair settlement. The value of the LPC would depend upon the usefulness of these two functions in reducing work stoppages in essential activities.

How useful would the LPC's primary function be? It seems to me that the answer depends upon three things: 1. the extent to which the parties do not now have good facts and figures during negotiations; 2. the extent to which the availability of better statistics would increase the number of voluntary agreements; and 3. the extent to which the LPC could make better data available.

...it is easy to exaggerate the importance of facts in resolving disputes...

Is there any evidence that the parties do not have good data during negotiations? As a minor member of "the existing motley crew of ad hoc Solomons on whom we now rely," I have not found that the parties are hampered in negotiations by a paucity of data. On the contrary I have a strong impression that the volume of facts varies directly with the importance of the dispute. In briefs to conciliation boards and arbitration tribunals at the federal level of the public service, the parties use data from the Pay Research Bureau and often supplement it with an impressive quantity of relevant and reasonably up-to-date statistics from other reliable sources. Do not the comprehensive briefs by the railroads and railroad unions contain gobs of good figures? From my experience (albeit limited) I conclude that in important disputes the parties usually possess plenty of good data.

There is no question that it is valuable for negotiators to have up-to-date, reliable, and relevant facts. But it is easy to exaggerate the importance of facts in resolving disputes, and it is easy to minimize the difficulties of collecting, updating, consolidating and presenting data. Finn's proposal appears to do both.

How often do strikes occur in essential industries because the parties disagree about the facts? Seldom, if ever, is this the case. On the contrary the disputes focus on matters for which facts provide no answer.

Consider a recurring argument in federal public service negotiations. Negotiators for Treasury Board and the unions may agree that the data they have received from the Pay Research Bureau is the most relevant that can be obtained. They may agree that pay should remain comparable to the rates prevailing for similar occupations in the private sector. The parties have up-to-date, reliable, and relevant facts on which they agree. Reaching agreement on new rates of pay and other terms should be easy.

It is not so. Treasury Board negotiators may argue that comparability means that average salaries for the group should equal the average in the private sector. Union negotiators may argue that the job rates (the maximum rate for a classification within an incremental pay scale) should equal the third-quartile rates in the private sector. Consider the matter of paid vacations. The PRB data may show that 60 per cent of the establishments surveyed do not provide four weeks vacation until after 15 years of service. The same survey may also reveal that 55 per cent of all employees in these establishments receive four weeks vacation before 15 years of service. No quantity of statistics, however accurate and up-to-date, can provide solutions to disagreements about what constitutes comparability. Indeed, the statistics may provide some basis of factual support that encourages one of the parties to argue more strongly on a matter than it might otherwise have done. In his book, *White-Collar Trade Unions*, this is what Professor A. Sturmthal found to be the result in the United Kingdom:

In former days, the two sides came to the table with a few statistics from official publications, a few scraps of information produced by their own researches, and a general

mpression of the economic, social, nd political climate. They listened o each other's views [the official ide politely, the staff side with igns of impatience and incredu- ity], gauged each other's temper, nd then struck a bargain.

Now, because of the part played by he salary and wage information collected by the impartial Pay Research Unit:

..they have to argue about what workers in what organizations should be investigated, wait while exhaustive investigations are made, then process and digest an enormous volume of data which greatly widens the area of possible disagreement! There has recently been an attempt to limit these general reassessments to once in five years, with something much more like the old bargaining system in between.

Consider the matter of nation-wide pay rates and differential regional rates. Does it not seem inequitable, or at least illogical, for some federal employees (e.g. postal workers) to have the same rates across the nation while the pay of other federal employees (e.g. nurses and non-professional hospital staff) depends upon the region in which they work? Facts provide no help in resolving the disputes inherent in this matter.

Perhaps the greatest deficiency of facts is that they necessarily refer to the past. Collective agreements spell out the terms and conditions for the future relationship of the parties. The future is at the centre of negotiation disputes. Facts, I suggest, are of much value to the parties in providing them with supportable stances on specific issues. Facts are of much less value in resolving disputes. (I am tempted to go further and say that out-of-date and unreliable figures might be better. Negotiators with less confidence in the factual soundness of their arguments may be more willing to compromise.)

I will refrain from commenting at length on the inherent problems of data collection. It is surely approximately true that if the statistics are complete and reliable they will not be up-to-date, and vice versa. The LPC would encounter the identical problems that now confront the present Pay Research Bureau in its efforts to provide the facts the parties seek. To illustrate: what occupations should be considered comparable to penitentiary guards? How often can other employers be requested or required to complete the survey forms without being antagonized? Their co-operation is required in generating reliable data.

A "Labour Peace Commission" is a super conciliation board

Why is there so often a cry for more and better facts? I suggest there are at least three reasons. One is the prevalence of the simple and mistaken idea that somehow a golden key will miraculously emerge from the record of the past to unlock the barrier that obstructs the parties from going hand-in-hand into the future. This is a delusion.

A second reason is that the collection of facts is expensive. Negotiators want those facts that buttress their arguments and it is a great convenience to them if there is a source that provides statistics cheaply and quickly to their organizations.

A third and related reason is that facts from an outside, impartial, reliable source are expected to have a more persuasive effect in presenting a case at the bargaining table, in briefs to conciliation boards, and in appeal for general public support. If all "the relevant facts" (whatever that means) are available, the parties have no difficulty in selecting those figures that add strength to their arguments. It is easy to understand why the bargaining parties demand more and better facts provided at the general taxpayer's expense.

I cannot accept the assumptions that the parties do not now have good facts and figures, and that the provision of better ones would significantly increase the frequency of voluntary agreements. Thus I cannot envisage the proposed primary function of the LPC as being very worthwhile. Perhaps the secondary function should become its primary one.

It is the second function that interests me. Finn's proposed LPC is, to me, a super conciliation board. Canadians have now had about 70 years of experience with conciliation boards and so the establishment of an LPC would not be a sharp break from our traditional approach. This is a point in the commission's favour. Since the invention by MacKenzie King of the Canadian type of conciliation board, it has had as one of its main functions the making of a non-binding set of recommendations for settling matters in dispute. There is widespread agreement that conciliation board reports have not been very influential. Nevertheless, although requests for such boards are more often denied now than formerly, they are still used in important disputes — and with unimpressive results. The key question in evaluating the proposed LPC is whether its recommendations would be more effective. This can be examined by asking two further questions. Why have conciliation boards so often been ineffective? And, what would the

commission require to make the parties respect its recommendations?

There are a number of well-known deficiencies of conciliation boards. A practitioner once aptly described a board as "two special pleaders with a chairman."

Commonly, one of the special pleaders feels compelled to write a strongly dissenting minority report, to undercut the force of the board's recommendations. In many disputes a board chairman, for whatever reason, issues a report with no recommendations — the so-called wash-out report. The law imposes a board upon the parties even if one does not want it. If the parties are unable to agree upon a chairman, and in major disputes such agreement is uncommon, a chairman is imposed upon them.

In the past, federal and provincial governments have over-used the boards, appointing them for all manner of disputes, important and unimportant ones alike. The familiarity bred some contempt. Availability and a willingness to serve have been necessary criteria in selecting chairmen. They have been amateurs or part-time professionals attempting to resolve disputes in which full-time professional conciliation officers have not succeeded. There are few fields of human endeavour in which amateurs can outperform the professionals. The catalogue of shortcomings is lengthy. The result: a conciliation board report signals that the legal wraps on a work stoppage will soon be removed. Beyond this, the reports do not often have much influence on the parties, or on public opinion.

Could a Labour Peace Commission be more effective? What would be required to make it so? Finn rightly emphasized one thing. The commission must have (and retain through time) the high respect of

There is widespread agreement that conciliation board reports have not been very influential

the parties. It follows that the "selection of commission members would be of crucial, make-or-break importance." He develops this point well and I doubt if anyone would disagree. I do disagree, though, with his proposal about the advance preparation of a report by the commission. And I think additional things are required (or highly desirable) for setting up a commission that would be effective.

First, the matter of the advance preparation of recommendations. It is difficult to see how the LPC could prepare in advance "a detailed list of proposed contract improvements" ready to give to the parties and the public when an impasse occurs. Would this not smack too much of a verdict without a hearing, of an unfair procedure that the parties would bitterly resent? In addition, would this approach not subject the commission's prestige to an unnecessary risk? Suppose that the recommended terms were poorer than what the employer had voluntarily offered; or better than what the union had voluntarily indicated to be acceptable? This could happen unless the commission had some liaison with the parties during negotiations to keep it aware of the bargainers' positions on the key items. Otherwise I fear the possible danger to the commission's prestige through time.

If the commission maintains liaison with the bargainers, it will know their offers and counter-offers. As pointed out by Peter Slee (LG, April 1975, p.233) this could have an adverse effect on constructive good-faith bargaining. Finn replied to him by noting that if the prospect of third-party proposals has this effect "would it not have the same effect at present in any set of negotiations that the parties realized could go to conciliation, mediation or arbitration? I don't think this argument stands up." If I argue that new cars have defective brakes, is my argument knocked down by the reply that old cars also have defective brakes? I think not. The adverse effect on voluntary settlements is a possible defect and may be unavoidable. This natal flaw, however, does not require the rejection of the infant. The similarly-flawed conciliation board has passed the biblical age of three score and ten years.

Finally, in addition to the high calibre of the commission members, could anything else be done to increase its potential effectiveness? Another essential feature, I suggest, is the acceptance and support of the commission by the parties to whom its recommendations would be directed. This is most likely to result if the primary parties of interest mutually agree upon the desirability of this new body, and agree upon its specific membership and jurisdiction. If such prior agreement could be obtained there would be a strong moral obligation on the parties voluntarily to submit unresolved issues to the commission. In a sense it would be their commission, not one imposed by the government and tolerated as a nuisance. And having voluntarily sought the commission's advisory recommendations the parties could not lightly dismiss them. In short, the first thing to be done is not the creation of the commission but the initiation, by the government, of separate and joint consultations with the primary parties in search of a mutual acceptance of the general principle that reason should supersede brutal combat. lg

Labour legislation in Canada, 1975

Part 6 — Apprenticeship and tradesmen's qualifications

by Allan Nodwell

There were relatively few new regulations governing apprenticeship and tradesmen's qualifications in the past year; however, five jurisdictions brought forth changes in this field:

Alberta approved a new regulation setting out rules for the trade of *cabinet maker*. A person may become an apprentice cabinet maker even though not qualifying under the normal rules if:

(a) a local advisory board recommends that the person become an apprentice, and

(b) that person writes an examination set by the director and attains a pass mark set by the board.

An apprentice cabinet maker must serve:

(a) four terms (12 months and not less than 1600 hours each) in the cabinet maker program;

(b) two terms (12 months and not less than 1600 hours each) of on-the-job and technical course training in the production cabinet maker program.

A person can transfer from one program to the other with the approval of the local advisory committee. Previous experience may reduce the length of an individual's program.

Wages for an apprentice cabinet maker are 55 per cent, 65 per cent, 75 per cent and 85 per cent respectively, of the wages of a journeyman during each of the four years of the program. Comparable rates for a production cabinet maker are 65 per cent and 75 per cent in the two years of that program. Wages must not, in any event, be lower than the prevailing minimum wage. Employers need not pay wages to an apprentice during the time that he or she is attending technical courses.

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Hours of work and working conditions must be the same for an apprentice as for a journeyman, while engaged in the work of an employer, and prescribed examinations must be passed.

Training regulations were passed for the trade of *instrument mechanic*. An instrument mechanic is one engaged in the maintenance, service, repair, calibration and installation of measuring and control instruments used in process industries.

An apprentice must serve four terms of 12 months each. Each term must consist of not less than 1,800 hours spent in training on the job and attending technical courses prescribed by the board. Previous experience may result in the term of apprenticeship being reduced. Specified examinations must be passed.

A training program was also adopted for the trade of *water well driller*. The period of apprenticeship comprises three levels. The first consists of a basic course of technical training; the second level consists of 2,400 hours spend in on-the-job training and a senior course in technical training; the third consists of 1,200 hours of on-the-job training. Previous experience may result in the training period being reduced.

A "certificate of progress" stamp must be entered into the Apprentice Record Book before the apprentice is allowed to advance to a new level. An apprentice may become a journeyman and be issued a certificate of qualification by completing training and examinations and having been given a certificate of completion. A person who has not served an apprenticeship but proves that he or she is competent and skilled in the trade, and has had at least 3,600 hours of experience, may take an examination set by the director.

A new **British Columbia** regulation orders that as of July 2, 1976, persons in B.C. engaged in the trade of *roofing, damp-* and *waterproofing*, must hold a current certificate of proficiency in respect of the trade. Registered apprentices, persons engaged during a probationary period and others enumerated by the regulation, are exempt from the new provision. The period of apprenticeship in the trade is now three years consisting of not less than 3,300 hours.

In **Manitoba**, a regulation respecting the *industrial instrument mechanic* trade replaces that regarding the industrial instrumentation trade. An industrial instrument mechanic is one who maintains, calibrates, and installs measuring and control components and accessories used in process industries.

A person may become an apprentice in the trade only if he is at least 18 and has passed specified high school math and science courses. The director of apprenticeship may make exceptions, however, where equivalent qualifications are held by the candidate. The period of apprenticeship is four years, with not less than 1,600 hours of training and instruction in each year.

Unless otherwise prescribed by a collective labour agreement that is more favourable to the apprentice, the rate of wages for an apprentice (while not attending technical courses) shall not be less than the provincial minimum wage plus 10 per cent during the first six months; and increasing by 10 per cent each succeeding six months for the next four years. Overtime wages for apprentices must be adjusted on the same basis as for journeymen working for the same employer in the same area.

Prescribed examinations must be passed. Where an applicant for certification in the trade has not trained in Manitoba or does not hold a certificate bearing the Interprovincial Standards Seal proves that he has been engaged in the trade for at least two years longer than the apprenticeship period, he may be allowed to take such examinations as the director may require.

A training program was adopted for the *industrial mechanic* trade. An industrial mechanic is a skilled worker who installs, repairs, improves or maintains equipment used in commercial or industrial establishments.

A person may become an apprentice in the trade only if he is at least 16 and has completed grade nine or its equivalent. The training program consists of three calendar years of training and instruction of at least 1,600 hours each. Previous training and experience may result in the length of the program being reduced.

The wage rates for an apprentice in the trade are: the provincial minimum wage plus 30 per cent during the first six months and increasing by 10 per cent each succeeding six months, unless more favourable rates prevail in a collective agreement.

A candidate for a certificate in the trade who has not trained in Manitoba or does not hold a certificate bearing the Interprovincial Standards Seal may write the examinations upon having proved that he has been engaged in the trade for at least two years in excess of the apprenticeship period during the 10 years immediately prior to application. A required fee must also be paid.

In **New Brunswick**, the training program for the *powderman* trade has been replaced. The new program includes the various phases of the use of explosives.

Certification can be given at various levels depending upon the type and extent of blasting for which an apprentice is trained. Four separate categories are outlined (F, G, D and B).

A new regulation was passed pertaining to *firefighters*. The regulation defines the scope of the trade of *firefighters* and goes on to state that related activities include emergencies at bulk storage plants, marine, aircraft, and highrise firefighting, enforcement of various fire regulations, and all other physical aspects necessary to effectively perform the required duties of the trade for the safeguarding of persons and real property.

A person may be a candidate for a certificate of qualification if he has the equivalent of four years of practical experience as a paid full-time firefighter, or has successfully completed an apprenticeship program under the Act. The regulation does not specify a particular training program.

In the **Yukon**, the Adult Occupational Training Agreements Ordinance was repealed. This ordinance empowered the commissioner to enter into occupational training agreements with the minister of manpower and immigration. A new ordinance empowers the Commissioner to establish occupational training programs and enter into an agreement with the federal government or with any organization, corporation or person in order to provide programs or other services for the development of occupational skills or the improvement of the labour force.

The Commissioner is also empowered to establish advisory, administrative or appellate boards in connection with programs, policies, services or other matters. Regulations may be made under the ordinance for the carrying out of programs, policies, and services. lg

forum

FORUM invites readers to freely express their opinions on topics of concern to the working population.

Some reactions to labour's October 14 "day of protest"

An estimated 1 million Canadian union members took Oct. 14 off work to protest the federal government's wage controls. Eight prominent Canadians were invited to write their views of the demonstration, organized by the Canadian Labour Congress. They were asked: Has labour made its point and earned a share in managing the economy? And is labour stronger as a result of the Oct. 14 demonstration?

Here are excerpts from their responses:

Jack Weldon, professor of economics at McGill University:

Oct. 14 was certainly both the most successful and the least successful day of protest so far. What happened seems about what the sympathetic and unsympathetic alike expected. I doubt Ottawa can feel comfortable about being the first government to provoke this new style of demonstration. Something must be seriously wrong.

Did the protest take labour and the country nearer to corporatist additions to our parliamentary democracy, to a trinity in which our elected representatives are joined by bodies called "labour" and "business"? I doubt labour wants any such thing and I'm confident the protest did not move us one inch in that direction.

What labour rightly wants is to become part of the Canadian establishment. We have paid a high price for resisting this claim. Our labour movement is not too strong and united, but too weak and fragmented. Perhaps the day of protest has helped repair this basic weakness in our social fabric...

Larry Zolf, author and television personality:

To many people, the "day of protest" or "general strike" (the latter description interestingly enough is always used by both the Communists and such free enterprisers as *The Globe and Mail*, each for their own nefarious purposes) was nothing more or less than a determined, all-out effort to destroy the Trudeau government and the controls program.

Certainly, at face value, that's what labour was attempting. But in my opinion the real purpose was to show all political parties that organized labour is a vital, integral part of the Canadian democracy, a part that cannot be ignored by any party that wishes to govern this country.

For far too long in Canada the media has promulgated two standard myths: That labour is somehow as big and as equal as big business, and that the leadership of the labour movement neither reflects the views of its membership nor is capable of influencing memberships decisions.

The United Auto Workers or the Steelworkers have not now nor will they ever have the extraordinary power to lay off, fire, or punish the board of directors and the senior management of Ford Motor Company or Stelco. The power to lay off, fire, or punish thousands of steelworkers and autoworkers is just one of the ordinary powers possessed by the directors and management of Ford and Stelco.

The day of protest not only helped to dispel the equality myth but demonstrated plainly, quietly and effectively that organized labour's leadership does reflect the wishes of its members on the matter of wage and price controls — and will do so on other matters of importance in the future...

Bryce Mackasey, former postmaster-general, former federal labour minister and former federal minister of consumer and corporate affairs:

I think the support was very spotty. In Ottawa not much happened. In other parts of the country it seemed to be limited to shop stewards. Perhaps the most telling comment came from Louis Laberge of the Quebec Federation of Labour, who said the demonstration might not

have been too successful but who wants to give up a day's pay? How many labour leaders gave up a day's pay?

If the objective was to change the government's point of view then the demonstration was a failure. If it was to show labour's disapproval we already knew that.

The real question is what's next. The logical thing for the Canadian Labour Congress is to see what it can do in conjunction with management and the government to make the program work. That is the proper way for labour to show its responsibility.

The ball is still in labour's court.

Joan Watson, of Marketplace, the CBC's weekly consumer affairs television program:

...The wage control side of the anti-inflation program seems infinitely more effective than the limited controls on rising prices.

The general dissatisfaction is obvious: We're dismayed by the fact that our paycheques seem to buy less and less week by the week. And for many Canadians — particularly pensioners — discretionary income is non-existent.

And so what does organized labour do? It has successfully diminished the integrity of Canadian workers by encouraging a strike that broke contracts and penalized the general public instead of focussing on the true target: The government and its policies. When a wagon breaks down it doesn't help much to whip the horse.

Labour leaders can take credit for articulating our common frustrations with anti-inflation controls, but at the same time they must accept responsibility for antagonizing many labour supporters.

David Lewis, former leader of the federal New Democratic Party:

As I watched and listened to the news Oct. 14, I was reminded of the difference between describing a bottle as half full or half empty. The many interviews with workers who stayed on the job and the modest size of most of the rallies gave the impression that the day had been a failure for the Canadian Labour Congress. But this was inaccurate.

An action that involves a million Canadians willing to give up a day's pay can justly be called a success, particularly since the activity did not concern the normal functions of trade unions. It was an impressive political demonstration.

The still-unanswered question is, where will it lead? The Prime Minister made clear that the controls will not be removed. Indeed, the minister of finance has announced the second phase, when the level of wage increases allowed will be even lower than during the first year. Both the government and the corporations have rejected the congress proposal for tripartism...

Ed Finn, public relations director of the Canadian Brotherhood of Railway, Transport and General Workers:

With more than a million workers responding to the Canadian Labour Congress' call to observe a national day of protest against wage controls, the Oct. 14 demonstration must be viewed as an overwhelming success.

It achieved all its objectives by mobilizing nearly half the CLC's affiliated membership. It dispelled the myth that only union leaders are opposed to controls. It produced the largest display of organized dissent in Canadian history. It expanded the labour movement's influence beyond the economic into the political arena. And it set the CLC on an irreversible collision course with the Trudeau government.

Rank-and-file participation in the day of protest should be assessed in terms that recognize its novelty to the Canadian system. Our unions have never attempted anything like this before. It could be likened to the first faltering steps of an infant starting to walk.

It should also be kept in mind that there was a concerted effort to discourage workers from joining in the protest. Politicians, the press, labour relations boards and employers all did their best to persuade workers to stay on the job.

That more than a million of them resisted such pressures and walked out on Oct. 14 is a measure of their distaste for wage controls and of their determination to get rid of them.

Now that the Anti-Inflation Board is starting to apply the wage limits more stringently, it can safely be predicted that if the controls are not lifted before next Oct. 14, labour's display of opposition at that time will defy all efforts of its critics to minimize or belittle its significance.

Dian Cohen, Montreal economist and writer:

The day of protest goes beyond the numbers game being played

out by a variety of commentators who are directing their attention to whether or not the demonstration was a "success."

We should not underestimate the fact that Oct. 14 was the first time in North America that any national labour movement rallied its members in a political demonstration against a purely political decision taken not by employers but by a government.

Without doubt the Canadian Labour Congress has served notice that it wants to change its traditional role of reacting to the initiatives of management and government.

Despite widespread disagreement about what the economic numbers are telling us about Canada's future, there is one common thread with which no major vested interest takes issue. That is that the national income pie will not in future nourish us as generously as it has in the past.

What we are watching is a jockeying of position in the determination of who gets what. The real issue is the division of economic wealth between the consumers and the investors, between the public and the private sector...

I would not suggest that each of the 1 million workers who stayed off the job Oct. 14 saw it in these terms.

Articles on labour-media problems praised by unionist

I wish to congratulate you for your publication of July 1976 dealing with labour reporting in Canada which certainly brings out the problems facing labour, management, and the news media in properly reporting events to the public.

Normand J. Bourque
Canadian Union of Public Employees representative
Moncton, N.B.

Irving Abella, director of Canadian studies at York University and chairman of the Canadian labour historians' committee of the Canadian Historical Association:

Since its purpose was basically defensive, the day of protest must be seen as something of a success for the Canadian Labour Congress — but not much of one. The congress had to act, to contain, defuse and perhaps outmanoeuvre the large number of militants who were demanding a general strike at last May's congress convention.

In addition, to maintain its credibility, the CLC was forced into some sort of action to display its outrage at legislation that was destroying a collective bargaining system Canadian workers had fought so long and so desperately to achieve.

A successful strike would have given the congress the muscle it felt it needed to force the government to take its tripartite recommendations seriously. Clearly the Canadian labour leadership has given up — temporarily, at least — hopes of achieving anything meaningful via the political route. Though the NDP is officially the party of labour, it is not yet the party of the Canadian worker, 75 per cent of whom consistently vote for the old-line parties.

On Oct. 14 the congress claims it was able to pull 1 million workers off the job. Two million union members, however, and 6 million other workers ignored the call. As a first semi-political strike in North America history it must be regarded as a success if only because it was not the disaster some Cassandras had predicted...

The foregoing was reprinted, with permission, from the Oct. 16 issue of The Montreal Star.

Books

The Current Industrial Relations Scene in Canada, 1976

W.D. Wood editor, Industrial Relations Centre, Queen's University, Kingston, 350pp.

This annual publication is a useful compendium of statistics and analysis of new and emerging trends in the economy with a focus on labour economics and labour relations. Its scope is impressive, with major sections devoted to labour force and manpower trends, labour legislation, trade union membership, the state of collective bargaining and — topically enough — wages, productivity and labour costs.

The facts assembled by the Queen's academics provide ample ammunition for prophets of gloom and doom. There are ever more Canadians without work; younger people are hardest hit with an unemployment rate of 12 per cent; regional disparities continue with an unemployment rate over 12 per cent in Atlantic Canada; job vacancies in all sectors are down 29 per cent. New data from a Statistics Canada labour force survey using a revised definition of "employable" have produced a jump in the number of unemployed women reported.

The manpower section briefly describes current and proposed immigration policies and their effects on the workforce and then proceeds to other broad concerns; job satisfaction studies; composition and structure of the workforce; absenteeism; the shift from goods producing to service industry; and the implications of a more educated working population. Manpower and Immigration's *Work Ethic Survey* is described in detail, with the reassuring conclusion that Canadians are committed to work and prefer it to unemployment.

The labour legislation review highlights Bill C-73 (AIB and all that) and also includes amendments to provincial labour legislation, changes in the Public Service Staff Relations Act and significant judicial and arbitral decisions affecting labour relations and collective bargaining.

Of special interest to trade union officials is the presentation on union membership growth. Numerous charts provide a breakdown of numbers in both Canadian and international unions by province and industry. Changes in leadership are noted. A summary of CLC activities is included but publication of this volume preceded the biennial convention last May, which was dominated by proposals for tripartite economic decision-making and political protest against Bill C-73.

A turbulent year of bargaining activity in 1975 is summarized statistically in the section entitled "The Collective Bargaining Scene." Tidbits like the number of man-days lost through strikes (11 million) and the number of work stoppages (1,043) are placed in the context of Canadian postwar experience, with international comparisons supplied. Significant non-wage developments include a reduction in daily hours of work in 15 per cent of major agreements, and a continuing spread of COLA. A capsule version of the report of the Special Joint Committee on Employer-Employee Relations in the Public Service provides a preview of the broad outlines of federal legislation, which is expected to receive priority this session.

The final section on wages, productivity and labour costs pulls together much of the information so useful to researchers and negotiators for labour, business and government.

This Queen's encyclopedia of labour information concludes quite appropriately with a reference list of nearly 200 statistical and analytic industrial relations publications, most of them Canadian. Many readers, however, will be able to meet their general information requirements without ever going beyond these two covers.

—Pamela Wallin

Ottawa free-lance writer

Fifty Years Ago

Excerpts from a book on **the techno-psychology of industrial work** by Dr. Leon Walther which appeared in the International Labour Review, were published in the October 1926 issue of *The Labour Gazette.*

Walther, director of the Department of Techno-Psychology at the Jean-Jacques Rousseau Institute in Geneva, posited that psychology and physiology, if applied to industrial work would help to increase productivity.

Discussing the methods of increasing the efficiency of work, Walther said that the first condition of a scientific organization of work was the adaptation of the worker to his task by putting each man in the place where he would work under the best conditions and where he would, with a minimum effort, give a maximum output. Through individual psychology, the scientific selection of workers could be made with a high degree of certainty, the method and scientific study of the level of work considered and the capacities required for this work decided.

The writer gave a report on experiments that he had carried out in two factories. "In the first case, the work was that of making paper bags. Five tests of manual dexterity were applied to 100 women and 11 of these workers were finally selected and classified. Six months later these eleven were classified according to their individual output. A marked discrepancy in the order of the output as compared with the order of the tests was found in only one case, when the worker who ranked second in the tests was ninth in output.

This difference was readily accounted for on questioning her, and other work was found for her where she could earn almost twice as much as in making bags.

In the second case, the work investigated consisted in putting up coffee in paper bags. This work was not being done satisfactorily, and the reason had to be found. Separate operations were carried on by four different groups of workers, when these workers were submitted to psychological tests it was found that the different operations, which varied in difficulty, were not distributed among them in accordance with their abilities. On reclassifying them according to the results of the tests their output was more than doubled, increasing from a maximum of 43 to a maximum of 89 pieces per worker per hour without the necessity of dismissing any worker for incapacity. In this case there was perfect correlation between the order of merit according to test and the order assigned by the foreman."

The author, discussing vocational training, concludes that all vocational industrial training should be functional training, "in other words, it should bring the learner into immediate contact with reality, with the actual work which he will have to perform later in the exercise of his trade."

The results of applying motion study to skilled workers who had had vocational training and those who had not, were identical and proved that vocational training, whether in the factories or in the school, does not pay enough attention to the actual movements of apprentices. "Our vocational schools aim at training young persons to do work which is perfect in quality; the question of quantity does not concern them to the same extent. They thus train artisans, but not workers capable of producing, when on piecework work in the factory, a quantity sufficient to enable them to earn their living."

Studies of industrial fatigue also proved interesting. It was noticed that by using the ergograph two different types of individuals could be distinguished. One type could work for a certain time to an extreme degree when they were suddenly overcome by fatigue and then rapidly lost their power of working. In the second type fatigue came gradually, the intensity of the work lessened, slowly, and there was no sudden change. Workers of the former type remained tired for a certain time after finishing their work and then quickly recovered, while those of the latter type recovered more gradually.

In certain factories where an increased output was desired, experiments were made to ascertain the effect of modifying the length and frequency of rest periods. Two female pieceworkers on a stamping machine increased their hourly output from about 4,200 pieces — when they arranged their own breaks, to 4,767 — when they took five minutes rest each hour. In another factory, the daily output of nine pieceworkers increased from 6,000 to 8,000 pieces by having a two-minute break every 15 minutes — with some slight variations for different individuals.

These examples proved the extremely important effect of breaks on the worker's daily output.

—Kathleen Whitehurst

PRICES & EMPLOYMENT

Consumer, August

The all-items Consumer Price Index for Canada (1971=100) increased 0.5 per cent to 150.0 in August from 149.3 in July, and was 6.2 per cent above its August 1975 level. The August 1976 index advanced only half the average rate noted between the corresponding months in the preceding four years. The slight increase in the CPI was mainly because of a decline of 0.5 per cent in food prices between July and August. The index for all items excluding food, rose 0.8 per cent. Higher charges for shelter as well as increased premiums for car and home insurance were the main factors responsible for the latest CPI rise. Beef prices, which declined 7.2 per cent, and seasonally lower prices for fresh vegetables, were mainly responsible for the 0.5 per cent decrease in the food index. These decreases were partially offset by higher prices for fresh fruit, poultry, bread, coffee and home-consumed soft drinks. In August 1976 the index for food consumed at home was 2.1 per cent lower than its level of August 1975.

Higher shelter charges for both owned and rented accommodation as well as increases in premiums for automobile, dwelling and household effects insurance, were responsible for the 0.8 per cent rise in the index for all items excluding food. Other important contributing factors included higher prices for men's and women's wear and increased charges for barbering and hairdressing services.

In terms of goods and services, the price level of goods, including food, decreased 0.2 per cent in the latest month while that for services increased 1.3 per cent.

Seasonally adjusted, the all-items CPI advanced 0.3 per cent between July and August. This included a 0.9 per cent decrease in the food index and a 0.8 per cent rise in the index for all items excluding food.

City Consumer, August

Consumer price indexes advanced in all regional cities between July and August, with increases ranging from 0.3 per cent in Saint John, Toronto and Edmonton, to 1.1 per cent in Regina. Increased shelter charges and higher household operation expenses were important contributing factors in these advances. Higher automobile insurance premiums and increased charges for barber and hairdressing services were recorded in most centres. While overall movements in food prices varied in all regional cities, prices for meat and fresh vegetables declined generally.

The percentage increases listed in 14 regional cities were: 0.3 in Saint John, Toronto and Edmonton; 0.5 in Montreal, Ottawa, Calgary and Vancouver; 0.6 in Quebec; 0.7 in Thunder Bay and Winnipeg; 0.8 in St. John's and Saskatoon; 0.9 in Halifax; 1.1 in Regina.

Employment, August

The seasonally adjusted employment level in August was 9,628,000, an increase of 26,000 from July, Statistics Canada reported. The level declined by 19,000 for men 15 to 24 years of age, and increased by 13,000 for men 25 and over; for women 25 and over it increased by 31,000. There was little change for women 15 to 24.

On a provincial basis, seasonally adjusted employment increased in Ontario by 34,000; in British Columbia by 22,000; in Manitoba by 5,000; and in Saskatchewan by 4,000. In Quebec it decreased by 35,000, while in the other provinces there was little or no change.

Unemployment, August

The seasonally adjusted unemployment rate for Canada was 7.2 per cent (750,000) in August, a decrease of 0.1 per cent from July. There was no change in the unemployment rate for either men or women 25 years of age and over. The rate for men 15 to 24 dropped by 0.4 per cent (11,000) while it rose by 0.2 per cent (4,000) for women 15-24.

Changes in unemployment rates at the national level were small in August, but more significant changes occurred in several provinces as a result of comparatively larger changes in employment and unemployment levels. The seasonally adjusted unemployment rate increased in Alberta by 0.1 per cent; in Saskatchewan by 0.2 per cent; in Newfoundland by 0.5 per cent; in Quebec by 0.7 per cent; in New Brunswick by 1.1 per cent; and in Nova Scotia by 1.4 per cent. It decreased in Manitoba by 0.6 per cent; in Ontario by 0.7 per cent; in British Columbia by 0.8 per cent; and in Prince Edward Island by 4.2 per cent.

Additions to the Library

LIST NO. 329

The publications listed below are recent acquisitions. They may be borrowed through a local library (business, university, public, etc.) or directly — if there is no local library — by writing to The Chief Librarian, Labour Canada, Ottawa, Ontario K1A 0J2, indicating the publication numeral and the month.

ACCIDENT PREVENTION

1. Chicken, John C. Hazard control policy in Britain. Oxford, Pergamon Press, 1975. 193p.

ARBITRATION, INDUSTRIAL

2. Labor arbitration in health care; a case book, edited by Earl R. Baderschneider and Paul F. Miller. New York, Spectrum Publications, 1976. 323p.

COLLECTIVE AGREEMENTS

3. Ontario. Ministry of Labour. Research Branch. Reporting, call-back and stand-by pay; shift, Saturday and Sunday premiums; and work clothing, safety equipment and tool allowances in Ontario collective bargaining agreements, September 1975. Toronto, 12p.

COLLECTIVE BARGAINING

4. Cassell, Frank Hyde. Collective bargaining in the public sector: cases in public policy, by Frank H. Cassell and Jean J. Baron. Columbus, Ohio, Grid, 1975. 466p.

5. Students, collective bargaining, and unionization, edited by Neil Klotz for the United States National Student Association. Washington, The Association, 1975. 64p.

CORPORATIONS, INTERNATIONAL

6. Gilpin, Robert. U.S. power and the multinational corporation; the political economy of foreign direct investment. New York, Basic Books, 1975. 291p.

7. International Labour Office. The impact of multinational enterprises on employment and training. Geneva, 1976. 32p. Titre en français: L'impact des entreprises multinationales sur l'emploi et la formation.

8. International Labour Office. Multinationals in Western Europe: the industrial relations experience. Geneva, 1976. 72p. Titre en français: Les relations professionnelles dans les entreprises multinationales en Europe occidentale.

9. International Labour Office. Social and labour practices of some European-based multinationals in the metal trades. Geneva, 1976. 143p. Titre en français: Pratiques suivies sur le plan social par les entreprises multinationales du secteur des industries mécaniques.

10. International Labour Office. Wages and working conditions in multinational enterprises. Geneva, 1976. 50p. Titre en français: Salaires et conditions de travail dans les entreprises multinationales.

COST OF LIVING ADJUSTMENT

11. Douty, Harry Mortimer. Cost-of-living escalator clauses and inflation, by H.M. Douty. Washington, G.P.O., 1975. 77p.

DISCRIMINATION IN EMPLOYMENT

12. Cruz, Hector G. Bartolomei de la. Protection against anti-union discrimination. Geneva, International Labour Office, 1976. 123p.

ECONOMIC CONDITIONS

13. Lebergott, Stanley. The American economy: income, wealth and want. Princeton, N.J., Princeton University Press, 1976. 382p.

14. Martin, Fernand. Regional aspects of the evolution of Canadian employment, by Fernand Martin assisted by Richard Beaudry. Ottawa, Information Canada, 1976. 110p. Titre en français: Aspects régionaux de l'évolution de l'emploi au Canada.

EDUCATION — ECONOMIC ASPECTS

15. Fagerlind, Ingemar. Formal education and adult earnings; a longitudinal study on the economic benefits of education. Stockholm,

Almquist & Wiksell International, 1975. 104p.

FOREMANSHIP

16. Dunkerley, David. The foreman; aspects of task and structure. London, Routledge & Kegan Paul, 1975. 192p.

FREEDOM OF ASSOCIATION

17. Caire, Guy. Liberté syndicale et développement économique. Genève, Bureau international du Travail, 1976. 170p.

GUARANTEED ANNUAL INCOME

18. Swan, Neil M. Estimates of the aggregate demand effect of income maintenance programs in the Maritime provinces, by N. Swan and T. Glynn. Ottawa, Economic Council of Canada, 1975. 27p.

HUMAN RIGHTS

19. Labour Party (Great Britain). United Kingdom charter of human rights; a discussion document for the labour movement. London, Labour Party, 1976. 11p.

INDUSTRIAL HEALTH — MINERS

20. Canada. Asbestosis Working Group. Report of the Asbestosis Working Group, by G. Schreiber and others. Ottawa, Sub-committee on Environmental Health, Environmental Health Directorate, Department of National Health and Welfare, 1976. 28p. Titre en français: Rapport du Groupe de travail sur l'amiantose.

INDUSTRIAL RELATIONS

21. Campus employment relations; readings and resources, edited by Terrence N. Tice. Ann Arbor, Mich., Institute of Continuing Legal Education, 1975. 627p.

22. Witzky, Herbert K. The labour-management relations handbook for hotels, motels, restaurants and institutions. Boston, Cahners Books, 1975. 257p.

INFLATION

23. Courchene, Thomas Joseph. Money, inflation, and the Bank of Canada; an analysis of Canadian monetary policy from 1970 to early 1975. Montreal, C.D. Howe Research Institute, 1976. 283p.

INSURANCE, ACCIDENT

24. International Labour Office. International survey of civil liability of workers. Geneva, 1976. 32p. Titre en français: La responsabilité civile des travailleurs: une étude internationale.

INSURANCE, UNEMPLOYMENT

25. Swan, Neil M. Unemployment insurance and labour force participation, with application to Canada and the Maritimes. Ottawa, Economic Council of Canada, 1975. 22p.

JOB ENRICHMENT

26. Yorks, Lyle. A radical approach to job enrichment. New York, AMACOM, 1976. 209p.

JOB VACANCIES

27. Ontario. Ministry of Labour. Research Branch. Historical trends in job vacancies by major occupation groups: Ontario and ten Canada Manpower Centre (C.M.C.) Management Regions, 1970-1975. Toronto, 1976. 26p.

LABOUR CONDITIONS

28. Loiselle, Jean-Guy. L'enfer du Mont Wright. Montreal, Editions Québec-Amérique, 1975. 193p. Les expériences de l'auteur dans un chantier de travail à Mont Wright, Québec.

LABOUR HISTORY

29. Scott, Jack. Plunderbund & proletariat. Vancouver, New Star Books, 1975. 169p.

LABOUR ORGANIZATION — POLITICAL ACTIVITIES

30. Foster, James Caldwell. The union politic; the CIO Political Action Committee. Columbia, University of Missouri Press, 1975. 247p.

LABOUR SUPPLY

31. Kuch, Peter Jacob. Added- and discouraged-worker effects in Canada, 1953-1974, by P.J. Kuch and S. Sharir. London, Ont., University of Western Ontario, Department of Economics, 1976. 27p.

LEAVE OF ABSENCE

32. Charnley, Alan Huntington. Paid educational leave; a report of practice in France, Germany and Sweden. Frogmore, Eng., Hart-Davis Educational, 1975. 148p.

33. Organization for Economic Cooperation and Development. Centre for Educational Research and Innovation. Developments in

educational leave of absence. Paris, 1976. 237p.

MANAGEMENT

34. Martin, Charles C. Project management: how to make it work. New York, AMACOM, 1976. 312p.

MANPOWER POLICY

35. Clague, Ewan. Manpower policies and programs, a review, 1935-75, by Ewan Clague in collaboration with Leo Kramer. Kalamazoo, Mich., W.E. Upjohn Institute for Employment Research, 1976. 93p.

OCCUPATIONS

36. Dunkerley, David. Occupations and society. London, Routledge & Kegan Paul, 1975. 87p.

PENSIONS

37. Durbin, P.L. Superannuation planning in New Zealand, by P.L. Durbin and F.W. Robertson with E.S. Knight. Porirua, N.Z., Commerce Clearing House (New Zealand) 1975. 375p.

38. Tilove, Robert. Public employee pension funds. New York, Columbia University Press, 1976. 370p.

SOCIAL CONDITIONS

39. Hiller, Harry Herbert. Canadian society; a sociological analysis. Scarborough, Ontario, Prentice-Hall of Canada, 1976. 200p.

40. LeMasters, Ersel Earl. Blue-collar aristocrats; life-styles at a working-class tavern. Madison, University of Wisconsin Press, 1975. 218p.

SOCIAL INDICATORS

41. Economic Council of Canada. Economic and social indicators, 1975. Ottawa, Information Canada, 1975. 23p. Titre en français: Les indicateurs économiques et sociaux, 1975.

SUNDAY LABOUR

42. Canada. Law Reform Commission. Report on Sunday observance. Ottawa, Printing and Publishing, Supply and Services Canada, 1976. 63, 73p. Titre en français: Rapport sur l'observance du dimanche.

TRANSPORTATION

43. Round Table on Transport Economics. 26th, Paris, 1974. Effect of productivity and technological progress on transport workers; report of the...Round Table...held in Paris from 23rd to 25th October, 1974. Paris, European Conference of Ministers of Transport, 1975. 104p. Titre en français: Effet de la productivité et du progrès technique sur la main-d'oeuvre dans les transports.

UNEMPLOYMENT

44. Brittan, Samuel. Second thoughts on full employment policy. London, Barry Rose for the Centre for Policy Studies, 1975. 132p.

45. Canada. Department of Manpower and Immigration. The alternative: job creation in Canada. Ottawa, Information Canada, 1975. 26, 26p. Titre en français: Une nouvelle solution: la création d'emplois au Canada.

UNFAIR LABOUR PRACTICES

46. McDowell, Douglas S. NLRB remedies for unfair labor practices, by Douglas S. McDowell and Kenneth C. Huhn, with the assistance of Kevin S. McGuiness and Peter A. Janus. Philadelphia, Industrial Research Unit, Wharton School, University of Pennsylvania, 1976. 304p.

WAGES AND HOURS

47. Mogil, Norman. The anti-inflation guidelines: linking wages to productivity. Montreal, C.D. Howe Research Institute, 1976. 27p.

48. Swedish Employers' Confederation. Research Department. Wages and total labour costs for workers; international survey, 1963-73. Stockholm, 1975. 78p.

WINNIPEG STRIKE, 1919

49. Penner, Norman, ed. Winnipeg 1919: the strikers' own history of the Winnipeg General Strike. 2d ed. Edited and with an introduction by Norman Penner. With a foreword by W.A. Pritchard. Toronto, James Lorimer and Company, 1975. 294p.

WOMEN — EMPLOYMENT

50. Conference on Labor Market Segmentation, Harvard University, 1973. Labor market segmentation, edited by Richard C. Edwards, Michael Reich and David M. Gordon. Lexington, Mass., D.C. Heath, 1975. 297p.

labour statistics

Principal Items	Date	Amount	Percentage change from Previous Month	Percentage change from Previous Year
TOTAL CIVILIAN LABOUR FORCE*		(unadjusted figures, in thousands)		
Week ended July 17, 1976		10,834	+ 2.6	+ 3.3
Employed	July 1976	10,059	+ 2.0	+ 2.3
Agriculture	" "	532	+ 7.4	+ 6.9
Non-agriculture	" "	9,526	+ 1.7	+ 2.9
Paid workers	" "	9,055	+ 1.8	+ 3.6
At work 35 hours or more	" "	6,786	− 8.9	+ 2.8
At work less than 35 hours	" "	1,498	− 18.7	+ 18.3
Employed but not at work	" "	1,775	+201	− 9.6
		(change in thousands)		
Unemployed	July 1976	775	+ 73	+ 66
Newfoundland	" "	27	+ 4	+ 1
Nova Scotia	" "	33	+ 3	+ 6
Prince Edward Island	" "	5	+ 1	—
New Brunswick	" "	28	− 1	+ 1
Quebec	" "	240	+ 12	+ 28
Ontario	" "	265	+ 27	+ 5
Manitoba	" "	21	+ 4	+ 3
Saskatchewan	" "	19	+ 4	+ 6
Alberta	" "	32	+ 7	− 4
British Columbia	" "	105	+ 12	+ 17
Without work, seeking work and available for work	" "	679	+ 45	+ 55
		percentage change		
INDUSTRIAL EMPLOYMENT (1961 = 100)§	April 1976	142.4	+ 1.2	+ 2.7
Manufacturing employment (1961 = 100)§	" "	128.0	+ 0.7	+ 1.9
IMMIGRATION	1st quarter 1976	32,359	—	—
Destined to the labour force	" " "	14,111	—	—
STRIKES AND LOCKOUTS‡				
Strikes and lockouts	June 1976	238	+ 34.5	+ 4.0
No. of workers involved	" "	190,197	− 29.1	+ 207.8
Duration in man days		1,183,080	+ 67.1	+ 47.8
EARNINGS AND INCOME				
Average weekly earnings (ind. comp.)§	April 1976	224.41	+ 1.2	+ 13.7
Average hourly earnings (mfg.)§	" "	5.65	+ 1.3	+ 13.9
Average weekly hours paid (mfg.)§	" "	38.9	− 0.3	+ 0.3
Consumer price index (1971 = 100)	July 1976	149.3	+ 0.4	+ 6.8
Index numbers of weekly wages in 1961 dollars (1961 = 100)	April 1976	149.8	+ 0.3	+ 5.3
Total labour income (millions of dollars)†	June 1976	9,053	+ 2.6	+ 16.8
INDUSTRIAL PRODUCTION‡				
Total (average 1971 = 100)	June 1976	119.8	− 1.2	+ 4.8
Manufacturing	" "	120.1	− 1.3	+ 5.3
Durables	" "	121.7	− 1.7	+ 6.2
Non-durables	" "	118.6	− 0.9	+ 4.6
NEW RESIDENTIAL CONSTRUCTION**				
Starts	June 1976	23,301	—	+ 35
Completions	" "	17,313	—	+ 15
Under construction	" "	160,494	—	+ 27

*Source: Statistics Canada. *Labour Force Information*, Cat. No. 71-001P and *The Labour Force*, Cat. 71-001
†Advance data
‡Preliminary
**Centres of 10,000 population or more
§Revised

STRIKES AND LOCKOUTS

Statistical information on work stoppages in Canada is compiled by the Labour Data Branch of the Canada Department of Labour on the basis of reports from the Canada Manpower Division, Department of Manpower and Immigration. The first three tables in this section cover strikes and lockouts that amount to 10 or more man-days. The number of workers onvolved includes all workers reported on strike or lockout, whether or not they all belonged to the union directly involved in the disputes leading to the work stoppages. Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included.

STRIKES AND LOCKOUTS, 1971-76

Month or Year	Strikes and Lockouts Beginning During Month of Year	Strikes and Lockouts in Existence During Month of Year: Strikes and Lockouts	Workers Involved	Duration in Man-Days: Man-Days	Per Cent of Estimated Working Time
1971	547	569	239,631	2,866,590	0.16
1972	556	598	706,474	7,753,530	0.43
1973	677	724	348,470	5,776,080	0.30
1974	1,170	1,216	592,220	9,255,120	0.46
1975	977	1,054	482,180	10,894,190	0.53
*1975					
June	107	248	61,794	800,471	0.45
July	100	247	112,316	1,220,832	0.65
August	90	249	105,270	1,284,490	0.74
September	68	222	81,292	1,287,600	0.75
October	70	244	111,470	1,298,903	0.72
November	55	197	91,697	1,442,024	0.88
December	28	176	82,266	1,106,624	0.64
*1976					
January	33	164	54,590	842,250	0.49
February	46	170	148,145	603,130	0.37
March	71	170	172,468	483,060	0.25
April	66	157	303,708	702,250	0.40
May	85	177	268,076	707,930	0.42
June	118	238	190,197	1,183,080	0.62
January-June: 1975		643		3,253,720	0.31
January-June: 1976		550		4,521,700	0.42

*Preliminary.

STRIKES AND LOCKOUTS, JUNE 1976, BY INDUSTRY (Preliminary)

Industry	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
Agriculture	—	—	—	—
Forestry	—	1	296	6,510
Fishing	1	1	350	350
Mines	9	21	11,938	126,960
Manufacturing	37	95	33,276	547,500
Construction	5	13	8,789	22,340
Transp. & Utilities	13	27	23,219	88,130
Trade	11	21	3,975	19,380
Finance	—	1	54	1,190
Service	27	42	96,321	359,100
Public administration	14	16	11,979	11,620
Various industries	—	—	—	—
TOTAL	117	238	190,197	1,183,080

(1) Covered under the Public Service Staff Relations Act.

STRIKES AND LOCKOUTS, JUNE 1976, BY JURISDICTION (Preliminary)

Jurisdiction	In Effect During Month: Number Beginning During Month	Strikes and Lockouts	Workers Involved	Man-Days
Newfoundland	4	13	819	7,340
Prince Edward Island	1	2	210	3,420
Nova Scotia	2	4	1,570	9,460
New Brunswick	—	1	1,180	25,290
Quebec	38	82	145,684	779,310
Ontario	36	73	10,244	119,830
Manitoba	5	6	5,746	25,900
Saskatchewan	10	14	1,825	17,690
Alberta	2	5	333	6,980
British Columbia	7	22	17,002	152,680
Yukon & N.W.T.	—	—	—	—
Total, provinces	105	222	184,613	1,147,900
Federal – Public Service (1)	3	3	414	860
Federal Industries (2)	9	13	5,170	34,320
Federal total	12	16	5,584	35,180
TOTAL	117	238	190,197	1,183,080

(2) Covered under the Canada Labour Code: Part V.

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Forestry						
Woodlands Enterprises, Prince Albert, Sask.	Woodworkers Loc. 1-184 (AFL-CIO/CLC)	296	6,510	8,730	May 19	Wages, fringes, other issues —
Fishing & Trapping						
Prince Rupert Fisherman's Co-op., Prince Rupert, B.C.	Chartered Local (CLC)	350	350	350	June 07 June 07	Vacation allowances — Not reported —
Mines						
METAL						
St. Lawrence Columbium & Metals Corp., Oka, Quebec	Steelworkers Loc. 7579 (AFL-CIO/CLC)	170	3,740	17,770	Feb. 03	Wages, fringe benefits —
Gibralter Mines Ltd., McLeese Lake, B.C.	Can. Ass'n of Industrial Wrks. Loc. 18 (CCU)	340	7,290	25,250	Mar. 19	Seniority, safety, mgmt. rights —
Brunswick Mining & Smelting, Bathurst, N.B.	Steelworkers Loc. 5385 (AFL-CIO/CLC)	1,180	25,290	27,370	May 29	Wages, other issues —
Int'l Nickel, Thompson, Manitoba	Steelworkers Loc. 6166 (AFL-CIO/CLC)	2,600	1,860	1,860	June 01 June 02	Not reported — Not reported —
Whitehorse Copper Mines, Whitehorse, Yukon	Steelworkers Loc. 926 (AFL-CIO/CLC)	160	530	530	June 04 June 08	Slow negotiations — Referral to arbitration —
Sherritt-Gordon Mines, Leaf Rapids, Manitoba	Steelworkers Loc. 8144 (AFL-CIO/CLC)	440	1,410	1,410	June 04 June 09	Not reported — Not reported —
Sherritt-Gordon Mines, Lynn Lake, Manitoba	Steelworkers Loc. 5757 (AFL-CIO/CLC)	350	700	700	June 07 June 09	Not reported — Not reported —
Inco Ltd., Thompson, Manitoba	Steelworkers Loc. 6166 (AFL-CIO/CLC)	2,450	21,000	21,000	June 16 June 28	Protesting AIB ruling — Return of workers —
Iron Ore Co., Schefferville, Quebec	Steelworkers Loc. 5567, 6503 (AFL-CIO/CLC)	900	1,800	1,800	June 18 June 20	Fringes, working cond'ts — Injunction issued —
Niobec Columbium Mine, Saint-Honoré, Québec	Steelworkers (AFL-CIO/CLC)	110	800	880	June 21	Wages, vacations, overtime —
Whitehorse Copper Mines, Whitehorse, Yukon	Steelworkers Loc. 926 (AFL-CIO/CLC)	160	160	160	June 30	Wages —
MINERAL FUELS						
Fording Coal (Cominco), Elkford, B.C.	Chartered Local Loc. 1702 (CLC)	100	2,200	4,000	May 05	Wages, length of contract —
Fording Coal (Cominco), Elkford, B.C.	Steelworkers Loc. 7884 (AFL-CIO/CLC)	720	15,430	28,800	May 06	Wages, length of contract —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Chevron Standard, Edson & Fox Creek, Alberta	Oil Workers Loc. 9-909 (AFL-CIO/CLC)	175	3,750	6,250	May 13	Wages —
Kaiser Resources, Sparwood, B.C.	United Mine Workers Loc. 7292 (CLC)	1,350	28,930	44,360	May 16	Wage rollback by AIB —
NON-METAL						
Cassiar Asbestos, Cassiar, B.C.	Steelworkers Loc. 6536 (AFL-CIO/CLC)	439	2,510	2,510	June 23	Wages, fringe benefits —
QUARRIES						
Adru Granite Inc., (7 co's) Beebe, Quebec	Steelworkers Loc. 7550 (AFL-CIO/CLC)	200	4,400	25,400	Dec. 29/ 1975	Not reported —
Entreprises Lagacé, Chomedey, Quebec	Steelworkers Loc. 15458 (AFL-CIO/CLC)	147	1,030	4,710	Apr. 26 June 10	Fringe benefits, mgmt. rights — Not reported —
Demix Laval Ltd., Laval, Quebec	Syndicat des employés de Demix (CNTU)	150	2,700	2,700	June 05	Wages, fringe benefits —
Manufacturing						
FOOD & BEVERAGES						
Pêcheurs unis du Québec, Newport & Rivières-au-Renard, Québec	Commerce Fed'n (CNTU)	464	10,210	14,210	May 18	Wages, working conditions —
Redpath Sugars, Montreal, Quebec	Bakery Wkrs. Loc. 333 (AFL-CIO/CLC)	350	5,980	5,980	June 07	Wages, working conditions —
St. Lawrence Sugar, Montreal, Quebec	Bakery Wkrs. Loc. 333 (AFL-CIO/CLC)	270	3,510	3,510	June 14	Wages —
RUBBER						
Uniroyal Ltd., Kitchener, Ontario	Rubber Wkrs. Loc. 67 (AFL-CIO/CLC)	480	10,560	16,320	May 13 June 09	Wages —
LEATHER						
Rosita Shoes, Montreal, Quebec	CSD	384	8,450	64,690	Nov. 04/ 1975	Wages —
TEXTILES						
Celanese Canada, Sorel, Quebec	Syndicat des employés de Celanese (CNTU)	650	8,130	30,230	Apr. 12 June 17	Wages, fringes, grievances — Workers return, agreement reached —
Celanese Canada, Drummondville, Quebec	Syndicat des employés de Celanese (CNTU)	1,471	31,520	71,450	Apr. 26	Wages, fringes, other issues —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
KNITTING MILLS						
National Knitting Mills, Toronto, Ontario	Textile Wkrs. Loc. 1865 (AFL-CIO/CLC)	215	1,080	1,080	June 24	Wages, fringe benefits —
WOOD						
Canadian Forest Products, Huntting-Merrit, B.C.	Woodworkers Loc. 1-217 (AFL-CIO/CLC)	170	3,740	45,900	Sept. 13 1972	Shorter hours, elimination of piecework, rates of pay —
Scierie Aimé Gaudreau, Estcourt, Québec	Syndicat des employés de scierie (CNTU)	118	2,600	9,270	Mar. 10	Wages, benefits —
Sungold Mfg., Calgary, Alberta	Woodworkers Loc. 206 (AFL-CIO/CLC)	110	2,420	6,220	Apr. 13	Wages —
Sask. Forest Products, various locations, Sask.	Woodworkers Loc. 1-184 (AFL-CIO/CLC)	407	6,100	14,540	May 06 June 22	Wages, fringe benefits — Terminated by mutual agreement —
Bellerive Veneer & Plywood Mont-Laurier, Quebec	Carpenters Loc. 2399 (AFL-CIO/CLC)	166	3,650	3,650	May 31	Wages —
FURNITURE & FIXTURES						
Art Laboratory Furniture, Co., Montreal, Quebec	Upholsterers Loc. 402 (AFL-CIO/CLC)	130	2,860	16,510	Dec. 05/ 1975	Not reported —
Simmons Ltd., Montreal, Quebec	Upholsterers Loc. 402 (AFL-CIO/CLC)	350	6,650	8,050	May 09 June 28	Wages, COLA, piecework — Terminated by mutual agreement —
All-Steel Canada, St. Laurent, Quebec	Steelworkers (AFL-CIO/CLC)	360	7,920	13,320	May 10	Wages, COLA, other issues —
PAPER						
Domtar Construction Materials, Caledonia, Ontario	Steelworkers Loc. 14994 (AFL-CIO/CLC)	193	4,250	7,150	May 09	Wages, fringe benefits —
Reed Paper Co., Dryden, Ontario	Various unions	1,044	12,630	12,630	June 14	Wages —
Tahsis Co., Gold River, B.C.	Pulp, Paper & Woodworkers Loc. 11 (CCU)	387	390	390	June 24 June 25	Technological change — L.R.B. ruling —
PRINTING & PUBLISHING						
Photoengravers & Electrotypers, Toronto, Ontario	Printing & Graphic Loc. 10 (AFL-CIO/CLC)	109	650	5,170	Apr. 02	Wages, other issues — Terminated by mutual agreement —
PRIMARY METALS						
Ontario Malleable Iron, Oshawa, Ontario	Steelworkers Loc. 1500 (AFL-CIO/CLC)	220	4,840	25,520	Jan. 18	Wages, fringe benefits —
Sidbec-Dosco, Contrecoeur, Quebec	Steelworkers various locs. (AFL-CIO/CLC)	1,190	25,500	47,150	May 06	Wages, fringes, hours of work —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Benn Iron Foundry, Wallaceburg, Ontario	Auto Workers Loc. 251 (CLC)	240	5,280	6,000	May 27	Wages —
Canada Valve Ltd., Kitchener, Ontario	Moulders Loc. 279 (AFL-CIO/CLC)	140	3,080	3,220	May 29	Wages, other issues —
Alcan, Kitimat, B.C.	Can. Ass'n of Smelter Wkrs. (CCU)	1,800	14,400	14,400	June 02 June 12	Increase rejected by A.I.B. — Return of workers —
Alcan, various locations, Quebec	Fed'n of Aluminum Unions (Ind.)	8,669	173,380	173,380	June 03	Wages, pensions, safety —
METAL FABRICATING						
Bell Copper Noranda Mines, Granisle, B.C.	Cdn Ass'n of Industrial Wkrs. Loc. 10 (CCU)	175	3,880	18,270	Feb. 07	Wages, fringe benefits —
Sidbec-Dosco Ltée, Montréal, Québec	Steelworkers (AFL-CIO/CLC)	1,000	21,430	37,100	May 10	Wages —
Sidbec-Dosco (Truscon), LaSalle, Quebec	Steelworkers Loc. 5063, 6025 (AFL-CIO/CLC)	234	5,140	8,650	May 10	Wages, fringe benefits —
Armco Canada, Guelph, Ontario	Steelworkers Loc. 4054 (AFL-CIO/CLC)	137	3,010	5,000	May 10	Length of contract —
Sidbec-Dosco Ltd., Etobicoke, Ontario	Steelworkers Loc. 5927, 5629 (AFL-CIO/CLC)	230	5,060	7,360	May 16	Wages —
E. H. Price Ltd., Winnipeg, Manitoba	Sheet Metal Wkrs. Loc. 511 (AFL-CIO/CLC)	130	70	70	June 04 June 07	Not reported — Not reported —
Westbank Industries. Regina, Saskatchewan	Steelworkers Loc. 4728 (AFL-CIO/CLC)	140	1,120	1,120	June 16 June 26	Wages — Terminated by mutual agreement —
MACHINERY						
Metal Industries Ass'n, Lower Mainland, B.C.	Various unions	741	13,340	13,340	June 07	Wages —
Sheldons Engineering, Cambridge, Ontario	Steelworkers Loc. 293 (AFL-CIO/CLC)	159	240	240	June 08 June 09	Wages, fringe benefits — Terminated by mutual agreement —
TRANSPORTATION EQUIPMENT						
Motor Wheel Corp., Chatham, Ontario	Auto Workers Loc. 127 (CLC)	588	12,940	17,640	May 19	Wages, fringe benefits —
Davie Shipbuilding, Lauzon, Quebec	Fed'n of Metal Trade Unions (CNTU)	1,858	39,020	39,020	June 01	
Hawker Siddeley, Halifax, N.S.	Marine Wkrs. Loc. 1 (CLC)	900	3,710	3,710	June 04 June 11	Dismissal of one worker — Not reported —
Skiroule Ltée, Wickham, Québec	Steelworkers Loc. 776 (AFL-CIO/CLC)	130	260	260	June 29	Wages, fringe benefits —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
ELECTRICAL PRODUCTS						
A. Bélanger Ltée, Montmagny, Québec	CNTU	400	8,800	18,800	Apr. 26	Wages, fringes, other issues —
Canadian Chromalox, Rexdale, Ontario	Auto Wkrs. Loc. 252 (CLC)	479	10,540	17,250	May 14	Wages, fringe benefits —
Canada Wire & Cable, Simcoe, Ontario	Steelworkers Loc. 6187 (AFL-CIO/CLC)	222	1,030	3,560	May 16 June 07	Wages, length of contract — Not reported —
General Signal Appliances, Welland, Ontario	Steelworkers Loc. 6753 (AFL-CIO/CLC)	202	1,820	2,430	May 27 June 14	Wages — Terminated by mutual agreement —
Feranti-Packard, Weston, Ontario	U.E. Loc. 525 (CLC)	479	1,440	1,440	June 02 June 07	Wages, fringe benefits — Terminated by mutual agreement —
Great Lakes Carbon, Berthierville, Quebec	Fed'n of Metal Trades Unions (CNTU)	187	2,260	2,260	June 14	Wages, fringe benefits —
McGraw-Edison, Cambridge, Ontario	I.U.E. Loc. 595 (AFL-CIO/CLC)	125	440	440	June 18 June 23	Wages, hours — Terminated by mutual agreement —
NON-METALLIC MINERAL PRODUCTS						
Atlas Asbestos, Montreal, Quebec	Steelworkers Loc. 7932 (AFL-CIO/CLC)	360	360	360	June 14 June 15	Contract issues — Terminated by mutual agreement —
Several Ready-Mix Coes., Southern Ontario	Teamsters Loc. 141, 230, 879 (Ind.)	1,500	4,500	4,500	June 28	Wages, job security —
CHEMICAL PRODUCTS						
Canadian Industries Ltd., Nitro, Quebec	Féd. des synd. des mines (CSN)	360	7,920	32,400	Feb. 24	Wages, grievance, other contract issues —
C.I.L. Ltd., Nobel, Ontario	Steelworkers Loc. 13704 (AFL-CIO/CLC)	175	3,850	9,100	Apr. 15	Wages, other issues —
Sico Inc., Quebec & Montreal, Quebec	Fed'n of Metal Trades Unions (CNTU)	150	3,300	4,050	May 24	Wages, vacations —
Morgan Adhesives, Brampton, Ontario	Canadian Paperworkers Loc. 302 (CLC)	103	520	520	June 24	Wages, fringe benefits —
Construction						
P.E.I. Construction Ass'n, various locations, P.E.I.	IBEW Loc. 1432 (AFL-CIO/CLC)	110	2,420	8,800	Mar. 09	Dispute over hiring 2 men —
Heavy Const. Ass'n, Toronto, Ontario	Laborers Loc. 183 (AFL-CIO/CLC)	225	1,130	5,630	May 03 June 07	Wages, fringe benefits — Terminated by mutual agreement —
Metro Toronto Sewer & Water Ass'n, Toronto, Ontario	Laborers Loc. 183 & Teamsters Loc. 230 (Ind.) (AFL-CIO/CLC)	450	1,800	4,050	May 25 June 07	Wages, fringe benefits — Terminated by mutual agreement —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Steeplejack & Masonry Ass'n, various locations, Quebec	Plasterers Loc. 172 (AFL-CIO/CLC)	100	1,200	1,200	May 31 June 17	Wages, fringe benefits — Return of workers —
Various Construction Cos., various locations, P.E.I.	Carpenters Loc. 1338 (AFL-CIO/CLC)	100	1,000	1,000	June 17	Contracting out of work —
Const. Ass'n Mgmt. Labour Bureau, various locations, N.S.	Plumbers Loc. 56 (AFL-CIO/CLC)	550	4,400	4,400	June 21	Wages —
Const. Lab. Relations Ass'n, province wide, B.C.	Various unions	7,200	9,700	9,700	June 23	Wages, fringes, other issues —
Transportation & Utilities						
TRANSPORTATION						
B.C. Railway, province wide, B.C.	Various unions	1,956	40,000	49,200	May 11 June 16	Wages — Not reported —
Transport Chauveau Ltée, Québec, Québec	Teamsters Loc. 106 (Ind.)	160	3,520	5,760	May 11	Wages —
Air Canada (finance branch), Winnipeg, Manitoba	Airline Empls. Loc. 202 (CLC)	529	5,820	5,820	June 16	Job security, classification —
Airlines (eight), Canada wide	Airline Pilots Ass'n (Ind.)	2,800	17,000	17,000	June 20 June 28	Use of french language —
Gov't of Canada (Transport), various airports, Canada	PIPS (Inspectors) (Ind.)	178	330	330	June 25	Protesting AIB roll back — Not reported —
Ministry of Transport, Canada, West Coast, B.C.	PIPS (Ind.)	200	350	350	June 25	Protesting AIB ruling —
COMMUNICATION						
Canadian National Telegraphs, Gander, Newfoundland	Railway Transport & General Wkrs. (CLC)	120	2,640	10,560	Feb. 28	Dispute over shift scheduling —
POWER, GAS, WATER						
Union Gas Ltd., Southwest Ontario	Various unions	264	400	800	May 20 June 02	Wages, fringe benefits — Agreement reached —
Hydro-Quebec, province wide, Quebec	Public Empls. (CLC)	9,500	4,750	4,750	June 03 June 03	Wages, other issues —
Hydro-Quebec, province wide, Quebec	Public Empls. (CLC)	6,000	3,000	3,000	June 09 June 09	Wages, other issues — Return of workers —
CBC Radio-Canada, Montreal, Quebec	NABET Loc. 62 (AFL-CIO/CLC)	1,000	4,500	4,500	June 21 June 25	Benefits for covering Olympics — Court injunction —
ACCOMMODATION & FOOD						
Island Hall Hotel, Parksville, B.C.	Hotel Empls. Loc. 835 (AFL-CIO/CLC)	104	310	13,150	Dec. 11/ 1975	Not reported —

STRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Cont'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
Trade						
Société des Alcools du Québec, province wide, Québec	Fed'n of Public Service Empls. (CNTU)	1,500	3,000	3,000	June 04 June 07	Wages, job security, seniority — Return of workers —
K-Mart Stores, Windsor, Ontario	Food Workers Loc. 725 (AFL-CIO/CLC)	200	3,170	3,170	June 09	Wages, union shop —
Mussens Ltd., Lachine, Quebec	Auto Workers Loc. 1415 (CLC)	175	1,400	1,400	June 16 June 28	Wages, AIB ruling — Terminated by mutual agreement —
Société des Alcools du Québec, province wide, Québec	Fed'n of Public Service Empls. (CNTU)	1,500	3,000	3,000	June 17 June 21	Wages, job security, seniority — Return of workers —
Kresge Co., Mississauga, Ontario	Teamsters Loc. 419 (Ind.)	100	330	330	June 26	Contract language —
Service						
HEALTH & WELFARE						
Hôpital St-Joseph, La Tuque, Québec	Social Affairs Fed'n (CNTU)	325	6,960	22,750	Mar. 25	Wages, fringes, classification —
Hôpital Hôtel-Dieu, Sorel, Québec	Social Affairs Fed'n (CNTU)	589	12,620	36,600	Apr. 05	Wages, other matters —
Hôtel-Dieu d'Arthabaska, Arthabaska, Québec	Social Affairs Fed'n (CNTU)	850	18,210	50,990	Apr. 08	Wages, fringe benefits —
Grace General Hospital, St. John's, Nfld.	Public Empls. Loc. 1271 (CLC)	400	1,170	1,170	June 09 June 13	Suspension of some workers — Commission of inquiry —
Maison Notre-Dame de Laval, Laval, Québec	Syndicat des employés de maison Notre-Dame (CNTU)	261	2,770	2,770	June 16	Contract issues —
Various Quebec Hospitals, various locations, Que.	Quebec Fed'n of Nurses	5,500	55,000	55,000	June 17	Wages, work schedules —
Various Quebec Hospitals, various locations, Que.	Social Affairs Fed'n (CNTU)	65,000	195,000	195,000	June 17 June 19	Wages, work schedules — Agmt. reached, non-profs. return —
Various Quebec Hospitals, various locations, Que.	Quebec Fed'n of Labour (CLC)	20,000	40,000	40,000	June 17 June 18	Wages, work schedules — Agmt. reached, non-profs. return —
Various Hospitals (23) Montreal & Quebec, Que.	Social Affairs Fed'n (CNTU)	900	8,360	8,360	June 18	Wages —
Pioneer Village Nursing Home, Regina, Saskatchewan	Public Empls. Loc. 1138 & Service Empls. (CLC) (AFL-CIO/CLC)	256	510	510	June 21 June 23	Wages, other issues — Return of workers —
St. Anthony's Home, Moose Jaw, Sask.	Public Empls. Loc. 299 (AFL-CIO/CLC)	132	260	260	June 28 June 30	Not reported — Not reported —

TRIKES AND LOCKOUTS INVOLVING 100 OR MORE WORKERS, JUNE, 1976 (Preliminary) (Concl'd)

Industry / Employer / Location	Union	Workers Involved	Duration in Man-Days: June	Duration in Man-Days: Accumulated	Starting Date / Termination Date	Major Issues / Result
SCELLANEOUS						
Mid-Island Public Employees Ass'n., Nanaimo & Ladysmith, B.C.	Public Empls. Loc. 401 (CLC)	600	4,200	21,330	Apr. 01 June 10	Fringes, other issues — Industrial inquiry commission —
Mid-Island Public Employees Ass'n., Nanaimo & Ladysmith, B.C.	Public Empls. Loc. 606 (CLC)	230	1,610	10,580	Apr. 05 June 10	Fringes, other issues — Industrial inquiry commission —
ublic Administration						
ROVINCIAL						
Gouvernement du Québec, Québec, Québec	Fed'n of Public Service Empls. (CNTU)	3,600	1,800	1,800	June 04 June 04	Slow negotiations — Return of professionals —
Gouvernement du Québec, various locations, Que.	Fed'n of Professional Empls. (CNTU)	2,200	1,100	1,100	June 07 June 07	Slow negotiations — Return of professionals —
Workers Compensation Board, Regina, Sask.	Sask. Gov't Empls. Ass'n (CLC)	135	140	140	June 14 June 15	Not reported — Not reported —
Gouvernement du Québec, various locations, Que.	Fed'n des professionnels (CSN)	5,200	2,600	2,600	June 30 June 30	Slow negotiations — Return of prof. empls.
OCAL						
Borough of North York, Willowdale, Ontario	Public Empls. Loc. 94 (CLC)	720	2,160	2,160	May 31 June 04	Wages, fringes, other issues —
Ville de Boucherville, Boucherville, Québec	Public Empls. Loc. 962 (CLC)	110	1,100	1,100	June 07 June 21	Wages — Agreement reached —

GENERAL MINIMUM RATES FOR EXPERIENCED ADULT WORKERS

Federal	$2.90 effective April 1, 1976
Alberta	$2.75 effective March 1, 1976
British Columbia	$3.00 effective June 1, 1976
Manitoba	$2.95 effective September 1, 1976
New Brunswick	$2.55 effective June 1, 1976 $2.80 effective November 1, 1976
Newfoundland	$2.50 effective January 1, 1976
Nova Scotia	$2.50 effective January 1, 1976 $2.75 effective January 1, 1977
Ontario	$2.65 effective March 15, 1976
Prince Edward Island	$2.50 effective July 1, 1976
Québec	$2.87 effective July 1, 1976
Saskatchewan	$2.80 effective January 1, 1976
Northwest Territories	$3.00 effective June 7, 1976
Yukon Territory*	$3.00 effective April 1, 1976

*Federal rate plus 10 cents.

MINIMUM WAGES RATES FOR YOUNG WORKERS AND STUDENTS*

Jurisdiction	Rates per hour	Effective date
Federal	Employees under 17: $2.65	April 1, 1976
Alberta	Employees under 18: $2.60	March 1, 1976
	Students under 18 employed part-time $2.25	March 1, 1976
British Columbia	Employees 17 and under: $2.60	June 1, 1976
Manitoba	Employees under 18: $2.70	September 1, 197
Nova Scotia	Underage employees: 14 to 18 years $2.50	January 1, 1976
Ontario	Students under 18 employed for not more than 28 hours in a week or during a school holiday: $2.15	March 15, 1976
Prince Edward Island	Employees under 18: $2.20	July 1, 1976
Québec	Employees under 18: $2.67	July 1, 1976
Northwest Territories	Employees under 17: $2.55	June 7, 1976

*New Brunswick, Newfoundland, Saskatchewan and Yukon Territory have no special rates